

1-26-2016

Board of Trustees Meeting Packet, January 2016

Framingham State University

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Framingham
State University

Board of Trustees Meeting

January 26, 2016

Dinner

5:30 p.m. – 6:20 pm

Dining Commons, McCarthy Center

Meeting

6:30 p.m.

Alumni Room

McCarthy Center



Framingham State University

BOARD OF TRUSTEES

BOARD MEETING ■ JANUARY 26, 2016 6:30 P.M. ■ ALUMNI ROOM, RM 303 MCCARTHY CENTER

AGENDA

- 1.0 **Chair's Report** (5 minutes)
 - 1.1 **Trustee Action Item:**
 - Approval of December 1, 2015 Meeting Minutes ATTACHMENT
- 2.0 **President's Report** (10 minutes)
 - 2.1 Mid-year update on University Goals
 - 2.2 FSU@massbay and Commonwealth Commitment Programs
 - 2.2 Student-in-the-Spotlight ATTACHMENT
- 3.0 **Student Trustee Report** (5 minutes)
- 4.0 **Academic Affairs** (10 minutes)
 - 4.1 Academic Affairs Subcommittee Report
- 5.0 **Enrollment and Student Development** (15 minutes)
 - 5.1 Financial Aid Report ATTACHMENT
- 6.0 **General Counsel** (5 minutes)
 - 6.1 Marketing Update
- 7.0 **Inclusive Excellence** (15 minutes)
 - 7.1 Community Outreach Update
 - 7.2 College Planning Center Report
- 8.0 **Administration, Finance and Technology** (10 minutes)
 - 8.1 **Trustee Action Item:**
 - 8.1.1 **Personnel Actions** ATTACHMENT
 - 8.2 CAR Subcommittee Report ATTACHMENT
 - 8.3 Properties Update
- 9.0 **New Business**
- 10.0 **Public Comment**
- 11.0 **Adjourn Open Meeting**



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ DECEMBER 1, 2015 6:30 P.M.

In Attendance: Trustees' Budwig, Diaz, Foley, Gregory, Grilli, Herr, Logan, Quezada, Richards, Rodriguez

1.0 Chair's Report

Chair Logan opened the meeting by welcoming new Trustees' Diaz, Grilli and Herr. He provided a brief overview of the Department of Higher Education Trustee Conference held on November 4, 2015 where Trustee Emeritus Richards was asked to sit on a panel.

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*On a motion duly made and seconded, it was voted to
approve the minutes of the September 29, 2015 Board open meeting.*

* * *

*On a motion duly made and seconded, it was voted to
approve the minutes of the September 29, 2015 Board executive session meeting.*

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2.0 President's Report

President Cevallos reported on the following matters:

- An open forum with approximately 70 students in attendance was held on Monday, November 30, 2015. Questions ranged from race relations to solar panels on campus. The University will host open forums with students on a regular basis.
- The University entered into a Memorandum of Understanding with Mass Bay Community College to provide a bachelor's degree for under \$30,000. The agreement allows students the ability to earn an associate's degree at Mass Bay and then transfer to Framingham to complete a bachelor's degree.
- The University's strategic plan will expire in 2017; discussions regarding a new strategic planning process will begin in the spring.



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- Retention numbers were presented (see document in packet under President's tab), with the acknowledgement that the University must move the needle forward on retention.
- An update on the comprehensive campaign update was given by Eric Gustafson. So far, \$8.6 million has been raised.
- Student-in-the-Spotlight was Matt Mangano, a criminology major, military reservist and an all-star athlete with an anticipated graduation date of December 2015.

3.0 Student Trustee Report

Trustee Rodriguez informed the Board of the following actions/issues;

- An administrator/student safety walk held on November 17, 2015.
- An administrator's forum held on November 17, 2015, where the main topic of conversation was a bias incident that occurred on campus and the University's response to said incident.
- Trustee Rodriguez is seeking staffing level increases to address issues of sexual assault, health services including mental health, and other student issues.
- Trustee Rodriguez would like to develop interactive kiosk sites on campus where students can get information.

4.0 Academic Affairs

Trustee Budwig presented a synopsis of the Academic Affairs subcommittee meeting held on November 4, 2015, which included the following:

- Robert Donohue, chapter president of faculty union, spoke to the committee about the air conditioning issues in May Hall.
- Provost and Vice President Linda Vaden-Goad presented information on faculty sabbatical leave requests. Trustee Budwig noted the importance of sabbaticals as a recruitment and retention tool, and also commented on the consideration given to the strain on department and University resources, including cost and teaching load.



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- A presentation on World of Work was postponed. This is a new program designed to bridge the gap between college and career, and to equip students with soft skills.
- All Academic Affairs' departments presented reports.

5.0 Enrollment and Student Development

Interim Vice President of Enrollment and Student Development Lorretta Holloway presented the following matters to the Board, which were contained in the board packet:

- Financial aid report is included in the packet. Deb Altsher, Director of Financial Aid, will address the Board at the January Board meeting to present additional information.
- Admissions report is included in the packet. Vice President Holloway is working with other departments to determine consistent final numbers for fall enrollment.
- The Enrollment and Student Development (ESD) division is sponsoring a new internship program for World Language students, wherein students would translate information on admissions and financial aid into Spanish and Portuguese.
- The University recently received a \$15,000 grant to help students in need with issues like emergency housing, childcare, books, laptops and calculators.
- Other projects of note include creating videos in English and Spanish to provide information on financial aid, and two new task forces charged with examining policy on the number of hours students may work on campus, and student housing and food insecurity issues.

Toby Conn, Coordinator for Veteran Services, gave a brief report on veteran students:

- 190 veterans attend FSU.
- 124 students do not have any out-of-pocket costs.
- Other students may have some out-of-pocket costs, but may also be receiving benefits directly and then using those monies to pay school costs.
- Retention numbers for veteran students will be provided.



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- **The** University is responsive to special needs of veterans, including situations where they may be deployed mid-semester.

6.0 Inclusive Excellence

Chief Diversity and Inclusion Officer Sean Huddleston gave an update on campus actions in light of national student unrest. He noted the following:

- President Cevallos sent a letter to The Gatepost, affirming support for inclusion and deriding acts of bias.
- A Gatepost editorial on race issues on campus contained inaccuracies, which The Gatepost apologized for in a later issue.
- An email was sent to faculty giving advice on how to engage students on issues of racial tension.
- Two open forums were held on November 17 and November 30, where students aired concerns and complaints, including the University's handling of a recent bias incident.
- Going forward, plans are being made for residence hall listening tours, a Towers Hall discussion on free speech and social media, a faculty "teach-in" during the week of February 22, 2016, focused on Black Lives Matter followed by a Town Hall style meeting; and a campus-wide dialogue on free speech.
- **A** bias incident email that received media attention resulted in hate mail directed at Mr. Huddleston, who appreciated the support of President Cevallos and the University.
- Students are ready and willing to work toward solutions to resolving racial tensions on campus.

7.0 Administration, Finance and Technology

Executive Vice President Dale Hamel remarked on matters that the Board has been apprised on in past meetings, including:



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- 2015 financial audit, a copy of which was included in the Board packet materials, and approval of which was delegated to Finance Committee in September. Audit shows the financial position of the University is very good.
- State auditors are currently on campus conducting audit.
- University engaged an outside consultant, Deloitte, to conduct a risk assessment.
- Review of FY2016 budget included notation of additional state funding of \$260,000 allocated to financial aid, funding for Choice program, and support for College Planning Center. However, given reduction in revenues of \$380,000 from day and graduate and continuing education enrollments, and expenditure reductions of \$120,000, the net impact on University budget is \$0.

Vice President Hamel sought approval on four motions:

* * * *

On a motion duly made and seconded, it was unanimously voted to approve the borrowing of \$1,685,000 in support of the purchase of 860 Worcester Road, Framingham, MA (MSCBA Project No. FRA-0737-14).

* * * *

On a motion duly made and seconded, it was unanimously voted to approve the acquisition of property located at 89 Mount Wayte Avenue, Framingham, MA (MSCBA Project No. FRA-0748-15) and the borrowing of up to \$3,590,000 in support of the acquisition of said property, and to delegate to the Board of Trustees Finance Committee the authority to review and approve the purchase and sale agreement for purchase of the property through these bond funds; notice of purchase and sale agreement to be provided to the full Board at its next meeting.

* * * *

On a motion duly made and seconded, it was unanimously voted to approve the acquisition of the Warren Conference Center and Inn, Ashland, MA (MSCBA Project No. FRA-0755-15) and the borrowing of up to \$3,590,000 in support of the acquisition, and to delegate to the Board of Trustees Finance Committee the authority to review and approve the purchase and sale agreement for acquisition of the property



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through these bond funds, as well as the purchase and sale agreement for sale of a portion of the acquired property; notice of any purchase and sale agreements to be provided to the full Board at its next meeting.

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On a motion duly made and seconded, it was unanimously voted to accept the personnel actions list.

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8.0 New Business

There was no new business.

9.0 Public Comment

There was no public comment.

10.0 Adjourn Public Meeting

Chair Logan asked for a motion to adjourn the meeting.

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On a motion duly made and seconded, it was unanimously voted to adjourn the open meeting.

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Respectfully Submitted,

Richard C. Logan



Framingham State University

BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ DECEMBER 1, 2015 6:30 P.M.

Chair
Framingham State University, Board of Trustees

Dr. F. Javier Cevallos
President
Framingham State University

Robert Rice

10 Marion Street, Apt. 1
Hudson, MA 01749
(508) - 259 - 2236
rrice@student.framingham.edu

Employment History

2008-2012 Front end manager, Hobby USA

- Worked with customers and completed orders for family owned business. Handled most cashier operations and worked to ensure customer satisfaction. Went out of business.

May 2012 – Ongoing Sales Associate, RadioShack Keyholder (Nov. 2012 – Ongoing).

- Help customers and managers run the daily operations.
- Open and close store punctually and ensure product is secure.
- Maintain daily wireless inventory counts.
- Knowledgeable and experienced in sales and wireless activation of Apple products, as well as other consumer electronics.
- Mobility (mobile phone) and Consumer Electronics certifications.
- Left in order to study abroad during Spring 2015.

January 2014 – May 2014 Teaching Assistant, Framingham State University

- Facilitate discussion groups in assistance of Professor Ben Alberti
- Operate and maintain discussion boards through Blackboard eLearning platform.

September 2015 – May 2016 Research Assistant - Sociology

- Assist various faculty with individual research or projects
- Maintain connections with professors to make sure job being done well.

September 2015 – December 2016 Research Intern

- For-credit internship in the Department of Sociology
- Clerical and research based work for Dr. Ben Alberti
- In-office Internship

Education History

Ashland High School (2008-2012)

- Diploma with honors
- National Honor Society

Framingham State University (2012-2016; expected)

- Bachelors Degree in Global Studies, minor in anthropology.
- Honors Program

- Captain and President of FSU Rugby Club.

Awards and Recognition

Ruth Benedict Award 2014

- Awarded to the student who displays top overall potential for success in the field of anthropology enrolled at Framingham State University.

Honors Program Member

Member of Alpha Lambda Delta

- First year honors society
- Vice President for academic year 2014-15.

Captain and President of FSU Club Rugby

Columbia University/Framingham State Project member

- Received University funding to participate in three-week archaeological fieldwork project.
- Three-time fieldwork member, invited by Columbia University Professor and Framingham State Professor B. Alberti.



Framingham

State University

Board of Trustees
Academic Affairs
January 26, 2016

1. Report, Academic Affairs Committee of the Board of Trustees (January 20, 2016 meeting)
 - a. Midyear Goals Update

Academic Affairs Committee of the Board of Trustees
Wednesday, January 20, 2016
PCR2
8:00-9:30 am

1.0 Midyear Goals Update (Linda Vaden-Goad)

- 1.1 Goals Update. Please see Attachment A
- 1.2 Strategic Priorities Update. Please see Attachment B
- 1.3 One-Page Numeric Progress Update. Please see Attachment C

2.0 Brief Updates: Individuals below will be available for comment

- 2.1 SAT and GPA Reporting, Jeremy Spencer. Please see Attachment D
- 2.2 Grants & Sponsored Programs, Jonathan Lee. Please see Attachment E
- 2.3 Center for Excellence in Learning, Teaching, Scholarship and Service (CELTSS), Elaine Beilin, Director; Jon Huibregtse, Assoc. Director Please see Attachment F
- 2.4 College of Arts & Humanities, Marc Cote, Dean Please see Attachment G
- 2.5 College of Education, Arlie Woodrum Please see Attachment H
- 2.6 College of Social & Behavioral Sciences, Susan Dargan, Dean Please see Attachment I
- 2.7 College of Science, Technology, Engineering, and Mathematics, Margaret Carroll, Dean Please see Attachment J
- 2.8 Continuing Education Update, Scott Greenberg, Associate Vice President and Dean of Continuing Education. Please see Attachment K
- 2.9 Office of Institutional Effectiveness
 - 2.9.1 Process and Efficiencies, Cindi Glickman, Director Please see Attachment L
 - 2.9.2 Assessment, Mark Nicholas, Director Please see Attachment M
 - 2.9.3 Institutional Research, Ann Caso, Associate Director Please see Attachment N
- 2.10 Library, Bonnie Mitchell, Director Please see Attachment O
- 2.11 Honors Program, Paul Bruno, Director Please see Attachment P

Academic Affairs Committee Charter, Board of Trustees

The Academic Affairs committee is chartered with the responsibility of assuring the quality of the educational experience and the fit between the university's mission and the academic programs offered. The committee's oversight involves reviewing policies and practices related to teaching, learning and evaluation; faculty development, training and evaluation; assessment of student learning, outcomes and related responses, accreditation at the program and institutional level, new or expanded programs, and results related to retention, graduation and the total educational experience. The committee is charged with examining the adequacy of financial resources allocated to support a high-quality educational experience and monitoring regularly the connections between academic programs and financial sustainability.

OFFICE OF ACADEMIC AFFAIRS

100 State Street PO Box 9101 Framingham, MA 01701-9101 • T 508-626-4582 F 508-626-4592 • www.framingham.edu

1. Develop and retain quality faculty and staff

a. Develop recruiting strategies to attract top faculty candidates

- **DONE. Faculty Hiring Guide Updated.** Academic Affairs, The Office of Diversity and Inclusion, and Human Resources worked together to conduct a comprehensive overhaul of the Faculty Hiring Guide. The new guide was distributed to departments at the beginning of the fall semester.
- **IN PROGRESS.** The College of Education has a new diversity hire whose position is being converted to that of a FTTT faculty member.
- **IN PROGRESS. Diversity Fellow Conversion.** The Department of Sociology's diversity fellow was hired to a tenure-track position effective 1/1/2016.
- **IN PROGRESS. Mary Miles Bibb Fellowship.** Academic Affairs launched the Mary Miles Bibb Teaching Fellowship program, designed to attract top quality faculty candidates. The Bibb fellows will be early career faculty members, hired for up to two years as temporary full-time faculty, who have exhibited sustained and passionate commitments to diversity and inclusion in teaching, scholarship, and/or service. The search for the first Bibb fellow is currently underway.
- **ONGOING. Successful Diversity Hiring.** We regularly support departments to send search committee representatives to professional conferences to recruit diverse and highly qualified faculty. Many departments are participating in this new practice, and it is working well. As of spring 2016, we have progressed from our baseline of 8.1% overall to 17.9% for TT faculty (our 2017 target was lower at 10%).
- **ONGOING. CELTSS New Faculty Mentoring Program.** The CELTSS Mentoring Director, along with experienced faculty mentors, conducts a year-long series of faculty mentoring workshops, including "The Pedagogy of Advising" and "Being a Good Departmental Citizen."

b. Orient and mentor early-career faculty

- **DONE. Statewide Conferences Held to Discuss New Requirements for Teacher Candidate Assessment of Performance.** In fall 2015, Dr. Diane Lowe, College of Education, hosted two working conferences to address the new MA Department of Elementary and Secondary Education Candidate Assessment of Performance (CAP) and alignment to graduate reading programs. University faculty from across the Commonwealth came to Alumni House to discuss effective and manageable ways to meet CAP requirements.
- **DONE. Continuing Education English Language Program** developed a new Teacher Mentoring of TOEFL Preparation Teachers to provide consistency throughout the programs and improve desirable outcomes.
- **Done. Departmental Mentoring Initiatives.** Two new computer science faculty and Prof. Breuning each taught a foundations course so the new faculty can learn about FSU along with their students; the three will hold bi-weekly meetings to share ideas for working with new students.
- **ONGOING. CELTSS New Faculty Mentoring Program.** The CELTSS Mentoring Director, along with experienced faculty mentors, conducts a year-long series of faculty mentoring workshops, including "The Pedagogy of Advising" and "Being a Good Departmental Citizen."

c. Support CELTSS and other faculty and staff development resources

- **DONE. Academic Affairs Funding for Part-Time Faculty.** Academic Affairs continues to allocate funding for part-time faculty professional development. This semester, we will send out an email to part-time faculty letting them know that the funding are available.
- **DONE. CELTSS Events Supporting Faculty Excellence in Teaching, Learning, Scholarship, and Service.** Events included the Lyceum Lecture by Dr. Virginia Rutter; Expanding Horizons: A Celebration of the 2015 Distinguished Faculty Awards; and January Day: Perspectives on Teaching & Advising.
- **DONE. Smithsonian Affiliates Workshop.** CELTSS provided workshop for faculty on the new Smithsonian Affiliates program.
- **IN PROGRESS. CELTSS Funds the First "Advising is Mentoring" faculty workshop.** CELTSS is collaborating with Dr. Gregory and the Academic Advising Advisory Group. CELTSS is also funding a Book Circle on *Academic Advising Approaches: Strategies that Teach Students to Make the Most of College*.
- **IN PROGRESS. CELTSS Grants & Course Releases.** VP Vaden-Goad approved a course release for four pre-tenure faculty in Education, History, Physics & Earth Science, and World Languages so that they can complete research projects. Also approved are fifty recommendations for CELTSS funding for innovation in teaching, research stipends, travel to present research, and travel for professional development.
- **ONGOING. CELTSS Teaching Pairs.** In this program, faculty visit each other's classrooms and discuss pedagogy and improving students' learning.
- **ONGOING. Project Kaleidoscope Leadership Institute.** Four faculty members have been accepted attended PKal Leadership Institutes. This AAC&U program prepares faculty to lead the efforts for STEM education reform in their departments and institutions.
- **ONGOING. Biology Scholars Program.** Dr. Mandy Simons from the biology department attended the Biology Scholars Program. This NSF sponsored program provides faculty members with knowledge and tools they need to evaluate the success of STEM education reforms. Dr. Simons has been working to flip her Cell Biology class and has developed an assessment plan to evaluate the success of this work.
- **ONGOING New York Times Teaching Resources Workshop.** CELTSS provided workshop for faculty on New York Times teaching resources available through Whittemore Library.

d. Provide the tools and equipment to support faculty work

- **DONE. Department Secretary Reassignment.** After studying the workloads of the department secretaries, some of the reporting assignments were changed to equalize the workloads, providing more equitable support for chairs and faculty.
- **DONE. Performance Classroom Space for Theatre Concentration.** Comm Arts classes, theater rehearsals, and set building projects now take place in the new Black Box theatre space in Dwight. The second theatre program performance "Almost, Maine" was performed this past November. It was well-received by students, faculty, and the local community.
- **DONE. Resource Support for Faculty.** The Office of Grants and Sponsored Programs developed and submitted a comprehensive application for the university's entry into the Smithsonian Affiliations Program. The application was approved by the Smithsonian. The collaboration will facilitate personnel and resource exchange between FSU and the Smithsonian Institution. The celebration of our collaboration with the Smithsonian will be held in March 2016.
- **DONE. Mac Workstation Upgrades in Digital Studio Labs.** Older Mac computer workstations were upgraded Summer 2014 in the Graphic Design Studio (Art and Music), Photography and Film/Video labs (Comm Arts), and the Animation Studio (Comm Arts).

- **IN PROGRESS. Art Studio Space for Seniors.** A new space has been tentatively identified for migration of the Ceramics and Sculpture studio classrooms to an off-campus (but near-campus) location; we await information regarding progress. This move would open up space in May Hall for senior art studios.
- **ONGOING. Digital Repository.** Implement and maintain the University's Digital Repository. The repository team has set up Selected Works pages for faculty, some archival images, campus wide highlights, the NEASC self-study, and the Gatepost. Other projects are in the pipeline and are related to digitizing the McAuliffe Collection and other Archival materials, creating an events community, CELTSS programs, and image collections for Fashion and Communication Arts faculty.
- **ONGOING. CELTSS Support for the Smithsonian Affiliation Program.** An information session during the CELTSS January Day will be followed by support for faculty projects using Smithsonian resources, including collaboration with other Massachusetts Affiliates and participation in the March kick-off event.
- **ONGOING. Office Space Additions.** We are in the final planning stages to move Departments of Education, Political Science, Psychology and Philosophy, Sociology, and World Languages to O'Connor Hall for fall 2016. All FT faculty will have single offices as a result. We will also have additional classroom space.
- **ONGOING. Collaborative Response Group.** The Collaborative Response Group (CRG) was formed as a cross-divisional group to develop a team approach to assess and manage challenging student behaviors. The development of faculty training and support programs is part of the CRG's charge.
- **ONGOING. New GIS Lab.** A new GIS lab will open.
- **ONGOING. New Equipment Purchases.** The biology and chemistry departments have been working to purchase approximately \$500,000 of equipment with the equipment allocation from the new building funds.
- **ONGOING. Davis Educational Foundation Grant.** The Office of Assessment successfully completed the first year of a faculty development program focused on assignment design in critical thinking and written communication. 34 faculty successfully completed the program this year. Another 34 faculty are currently enrolled in the second year of the program.

e. Strengthen academic community

- **DONE. Master Contact List for Graduate Studies Faculty.** In response to faculty's request to have a consolidated list of helpful staff contacts, Graduate Studies compiled and distributed a master contact list to all Graduate Studies faculty members.
- **DONE. Annual Town Hall Meeting for Graduate Studies.** This year's Town Hall Meeting was held on October 19, 2015 and provided opportunities for graduate faculty and staff to engage in an open forum focused on understanding the function of various administration offices which offer services to graduate students and faculty.
- **DONE. Graduate Handbook Revised.** Graduate Faculty Handbook was revised and redistributed for the new academic year. Links within document to previous website were updated to now reflect new website.
- **IN PROGRESS. The College of Education's Mini-Retreat.** The College of Education will participate in a mini-retreat on February 22nd to discuss: forging common goals; creating partnerships with K-12 schools, and their communities; college initiatives and outcomes; and College growth trajectory.
- **ONGOING: Allocation of indirect costs.** The Office of Grants and Sponsored Programs and the Executive Staff finalized the percentage allocation policy for indirect cost revenue to departments and offices at FSU from grant awards. The Fiscal Affairs office is beginning to implement allocations, in collaboration with the Grants & Contracts Officer.
- **ONGOING. Formalizing a time & effort policy.** The Office of Grants and Sponsored Programs is collaborating with selected faculty and administrators to establish a time & effort policy for the university. This policy will document annual time commitment by faculty and staff to federal and state grants.
- **ONGOING. Graduate faculty meetings (degree specific).** Beginning with the M.H.A. and M.P.A. programs, Graduate Coordinators have started to have faculty meetings with all those (full-time and adjunct) who teach for that degree program. The purpose of these meetings are to share ideas and discuss the current state of the program and strategies for future growth.
- **ONGOING. Graduate Program Coordinators and Advisors periodic meetings.** In addition to the offsite retreat held in May of each year, there is a Coordinator/Advisor meeting in both fall and spring, where the Dean of Graduate Studies presents program and administrative updates. All attendees are encouraged to submit ideas for discussion.

2. Strengthen new student preparation, induction and early academic success

a. Improve orientation, first-year and transitional programs

- **ONGOING. Retreats for New Students.** Retreats for new students are elaborated each year (especially Biology and Honors), and numerous departments are developing transitional programs by working with alumni and Industry Advisory Boards. The English Department took a field trip for new majors to Literary Concord, fall 2015.
- **ONGOING. CELTSS Participation in Reimagining the First Year of College.** CELTSS will sponsor ongoing discussions of first-year curriculum, instruction, and student learning, beginning with a series of workshops on Teaching First-Year Students, particularly involving faculty teaching in the Foundations program.

b. Build connection/community on campus

- **DONE. Graduate Student Handbook.** The Graduate Student Handbook was revised and redistributed for the new academic year. Links within document to previous website were updated to now reflect new website.
- **DONE. Alpha Upsilon Alpha Honor Society Induction.** Dr. Diane Lowe, College of Education, coordinated the Alpha Upsilon Alpha honor society of the International Literacy Association initiation ceremony on November 10, 2015.
- **IN PROGRESS. College of Education New Student Retreat.** The College of Education will hold a retreat for all new education students in fall, 2016.
- **ONGOING: Assessment of First Year Foundations Program.** The Director of Assessment works with the Director of First-Year Programs to assess the first year foundation program based on the assessment plan. Data collection for the third year of the assessment plan is underway and on schedule. Data consolidation and analysis will continue into fall 2016.
- **ONGOING. Graduate Student Orientation.** New Student Orientation held in August and January of each year to welcome new Graduate Students, provide helpful information about the administrative services/offices on campus and then have them attend break-out sessions led by the Program Coordinator.

Academic Affairs: Midyear Report, January 2016, Year 4 of 5 – Year Strategic Plan – Selected Examples

- **ONGOING. Creation of Course Map/Schedule for Graduate Programs.** All Program Coordinators were asked to develop a map/schedule of all the required courses for their program so it is available to students (posted on Website). Over 95% completed thus far.
- **ONGOING. CELTSS Participation in Reimagining the First Year of College.** CELTSS will sponsor ongoing discussions of first-year curriculum, instruction, and student learning, beginning with a series of workshops on Teaching First-Year Students, particularly involving faculty teaching in the Foundations program.

c. Build connection/community on campus

- **IN PROGRESS. The English Language Program** is working with the World Language Department to arrange opportunities for ESL students to meet with students in World Language classes.
- **ONGOING. Computer Science Pizza Parties.** The CS department has been holding monthly pizza parties. These events have given students the opportunity for informal interaction with faculty. Discussion topics center on academic and career planning.
- **ONGOING. Schedule program-specific coffees/meetings to meet with students** in the program and obtain feedback, address any questions/concerns/issues. Led by the Program Coordinator and attended by Dean of Graduate Studies, faculty members and graduate studies staff. (MBA and MHA programs have held meetings thus far).
- **ONGOING. "Welcoming the World to FSU" Campus Tour** provides continuing education ESL students the opportunity to meet with university officials and ask them questions.
- **ONGOING. DHE Commonwealth Dual Enrollment grant:** Dr. Scott Greenberg and Dr. Peter Dittami garnered a grant through a revamped state grant program that promotes college-level learning for high school juniors and seniors from under-served backgrounds. The format for the learning varies, including face-to-face, hybrid, and online.

c. Align readiness skills with college expectations

- **IN PROGRESS. Expansion of Dual Enrollment Program.** Through funding from the Commonwealth Dual Enrollment Partnership Grant, continuing education has expanded opportunities for high school students to enroll in college level courses. A projected 400% increase of dual enrollment students will be served by FSU in FY2015-16.
- **ONGOING. VISION Project STEM Funding to Address Preparedness.** We continue to work with VISION PROJECT goals to address STEM and STEM support areas; the early results are striking among our own students (especially in Physics) and those of our partner school districts and community colleges regarding the development of college readiness in STEM (especially in Mathematics, reducing % needing remediation and increasing % able to take pre-calculus) and in writing skills. Competitive grant funding from the Dept. of Higher Education has supported these and other STEM efforts since FY 2012.

d. Strengthen assessment, advisement and placement (see 3e for assessment)

- **Done. Assessment of Advising Process.** Academic Advising Survey 2015 and PLUS Survey 2015 were administered and results were disseminated to the Provost and Director of Advising. This year's results were disaggregated by department to make the results more meaningful.
- **IN PROGRESS: New Math Placement Process.** 1st Year Programs, Academic Affairs, Math Dept., Enrollment Mgt., Institutional Effectiveness, and CASA are collaborating on a new mathematics placement requirement and procedure based on recommendations from the MA Board of Higher Education. They will compare the success of the new placement program to that of Accuplacer to determine the best placement approach for our new students.

e. Monitor and foster systematic and progressive preparation for graduation

- **ONGOING. Meetings for Graduate Studies Personnel.** The Dean of Graduate Studies has instituted meetings each semester for all graduate coordinators, advisors, and staff, focusing on the academic aspects of student recruitment, retention, and policies. Also, this year, we started a monthly (the 1st Friday of every month) Brain Storming meeting for graduate and continuing education staff to address challenges and new initiatives.
- **IN PROGRESS. New Process to Monitor Student Success in STEM Disciplines.** Biology, Chemistry & Food Science, and Math are using data to track student success in STEM disciplines based on new math pre-requisites.
- **IN PROGRESS. STEM RETENTION GRANT.** The College of STEM received a \$40,000 to support STEM Retention efforts. This grant has been used to support faculty development and to increase the number of courses participating in Supplemental Instruction.

3. Pursue excellence and engagement in the academic experience

a. Increase student-faculty collaboration

- **DONE. Early Childhood Director Delivers Paper.** Education Faculty Valerie Hytholt, College of Education, presented "Supporting Writing Development in the Preschool Classroom" at EarlyEdCon on October 17, 2015, a conference for early childhood educators sponsored by the Massachusetts Early Education and Care Department, Northeast Regional Readiness Center.
- **IN PROGRESS. New Dashboard Software.** We will be working with faculty during the spring 2016 semester to assist them in maintaining information which will be used for post-tenure review, promotions, student collaboration and CVs.
- **INPROGRESS.** Working in collaboration with Framingham Public Schools, local families and communities, the College of Education faculty are crafting a proposal to the Kellogg Foundation to improve the education and health experience of young immigrant children. The proposal would also support the foundation at FSU a center for research and development.
- **ONGOING Honors Program Teaching Assistants.** Three students have served as TAs since the inception of the program in Spring 2014 and a fourth may be used during the Spring 2016 semester.
- **ONGOING Graduate Assistantship Program.** This is the 3rd year for implementing this program. Five graduate assistantships were given to qualified graduate students for the duration of the academic year. Students were selected and assigned to interested departments on campus. Students performed 15 hours work/week supervised by faculty or staff and gained practical experience either in research or in office management.
- **ONGOING: Creating a Culture of Assessment to Enhance Library Services.** This year, the Library improved student assistant customer service training, added an iPad loan program, and improved furnishings in the study area based on feedback from previous surveys and focus groups. Follow up analysis of

the impact of these improvements will be discussed among staff after the phase 2 of the building usage study and another March 2016 focus group is conducted.

- **ONGOING: Undergraduate Research Conference.** Every April, the Commonwealth Honors College at the University of Massachusetts: Amherst hosts the Annual Undergraduate Research Conference. This year, the state university presidents assisted in covering some of the costs of this event. April 2015 marked the 21st installment of this conference, which 153 students from Framingham State University attended. Participation was up from last year by 33 students (Spring 2014-120). We hope for the same growth this year.
- **ONGOING Research Collaboration.** The Center for Social Research has provided student internship experiences in the past and will continue to do so. This spring semester, for example, three students will intern with the Center to conduct research through a grant from a municipality.

b. Increase experiential learning opportunities

- **DONE. MSEN, Art Department, McAuliffe Center, and the DPW.** Graphic Design students from the Art and Music Department collaborated on four major "real world" projects in designing/developing identity for the MetroWest Stem Education Network, the recruitment website for FSU's Studio Arts, the McAuliffe Center, and the Framingham Department of Public Works.
- **ONGOING. Inside-Out Program.** We have now completed five courses in this prison exchange program, and have added a new site as well (pre-release facility in Framingham).
- **ONGOING. National Model United Nations.** The Political Science Department offered its new Model UN class for the first time. A team of FSU students participated in a regional National Model United Nations competition in Boston.
- **ONGOING. Northern Ireland Course.** FSU students spent a month in Northern Ireland this summer with a criminology professor, taking a course and traveling through the region, visiting sites related to their coursework.
- **ONGOING. Boston Children's Hospital/Harvard and FSU Research Collaboration.** Working with hospital researchers on a \$14 M private foundation grant, FSU offered students, staff and faculty the opportunity to participate in a research study related to weight loss, maintenance and dietary balance. The study is going well (midyear into Cohort 2), and we expect to run it for one additional year (a 3rd year). This year (Cohort 2) we also have offered the opportunity to our external community with good participation.

c. Strengthen citizen engagement opportunities

- **ONGOING. Lifelong Learning Programs.** FSU's Continuing Education Office and the Framingham Public Library (FPL) collaborate to offer 20 Lifelong Learning Lectures from September through April each year, serving over 400 citizens. In Fall 2015, the Lifelong Learning Lecture Series was funded through a grant from the Framingham Cultural Council. The Adventures in Lifelong Learning, also a collaboration between FSU and the FPL, is a four-week series of courses offered in October and March of each year. Over 225 seniors participated in eight courses offered in October 2015.
- **ONGOING/ IN PROGRESS. English Language Programs.** FSU's Continuing Education Office provided English Language Programs (ELP) at the Maynard Building to over 300 non-native speakers. The program included a Bridge to College course that prepares students for college level work. New initiatives in Fall 2015 included a mandatory course for full-time ELP students entitled, "Intercultural Communication Skills for Your American Experience." This course helps beginning students make sense of their new environment and advances their understanding of academics in the U.S.
- **ONGOING. Science on State Street.** The science departments and the McAuliffe Center will hold for the second year a science festival for families from Framingham and the surrounding area. More than 500 people participated in last year's wide array of science activities on campus. The festival will be held in April.
- **ONGOING. CLEO Initiative.** A cross-division team of faculty, administrators, and staff has convened as CLEO, a planning group to advise on Civic Learning, Engagement, and Outreach at the University. The group has hired a consultant to do an environmental scan of all of the University's civic learning and engagement efforts as a first step in preparing a report and recommendations for the University community. The environmental scan is underway. The faculty subcommittee group is considering ways to infuse civic learning outcomes in FSU courses, in line with DHE initiatives.

d. Grow honors and academic enrichment opportunities

- **DONE. College of Education Adds Honors Course.** The College of Education has added a second honors course.
- **IN PROGRESS. Biology Applies to Host Honors Beta Beta Beta.** The Biology Department has applied to host a chapter of Beta Beta Beta, the Biological Honor Society. A representative of Beta Beta Beta visited campus in March to review the Department and the application. We expect to hold the inaugural induction ceremony in the spring.

e. Assess and document student learning and personal growth

- **DONE. Intensive Assessment for Education Programs.** All initial teacher preparation programs underwent intensive review by their specialized professional associations. LiveText assessment software has been used in all of our teacher preparation programs.
- **DONE. General Education Assessment.** General Education report for 2014-15 is completed and published. Objectives - Critical thinking, written communication in the general education portfolio were assessed. Data collection for critical thinking, written communication and human diversity is underway for the assessment cycle 2016-17-. An institutional rubric to assess student's ability to demonstrate competency in human diversity was created by faculty.
- **Done: Multi State Collaborative.** FSU participated in the Multi State Collaborative for assessing student learning at the national level. Results from the MSC assessment relating to critical thinking, written communication and quantitative reasoning were compared with internal assessment processes. Results were shared with the Assessment Advisory Group and a manuscript was sent for publication based on our findings.
- **DONE. AND Accreditation.** The Academy of Nutrition and Dietetics (formerly *American Dietetic Assoc.*) reaccreditation visit occurred in Fall 2014. The visit was very positive; a response to their initial report was submitted in the fall.
- **IN PROGRESS. IACBE Accreditation:** *International Assembly for Collegiate Business Education* self-study will be submitted soon. A decision was made to delay the report so to incorporate the new divisional structure of separate departments for Business and Economics. The site visit will be scheduled thereafter.

Academic Affairs: Midyear Report, January 2016, Year 4 of 5 – Year Strategic Plan – Selected Examples

- **ONGOING. Davis Educational Foundation Grant.** The implementation of Davis Educational Foundation grant year 2 has been kicked off in collaboration with MassBay Community College. Over Summer 2015, 40 faculty from FSU and MBCC will focus on developing assignment prompts that focus explicitly on critical thinking and written communication. Qualitative and quantitative data has been collected from year 1 of the grant to develop scholarship on our approach to faculty development and assessment of learning objectives.
- **IN PROGRESS. Graduate Program Assessment Plans.** The Director of Assessment conducted a series of workshops for graduate program coordinators on the development of program review processes and assessment. During Spring 2015 and Fall 2015 all graduate programs developing assessment plans. Graduate Coordinators will start implementing the assessment plans in Spring 2016.
- **IN PROGRESS. College of Education's Advisory Board Assistance with Dispositions Pilot.** Our advisory board, which is a committee of both College of Education faculty/staff and faculty/administrators from local school districts such as Framingham, Natick, Ashland and others are developing and piloting an instrument that will better enable FSU faculty supervising teacher candidates doing field service, as well as K-12 faculty, to evaluate our student candidates' dispositions in the classroom. Working in close partnership, we in higher education and K-12 are better positioned to meet one another's professional needs, at the same time as we improve the skills of our teacher candidates.

f. Enrich university community with diversity

- **DONE. Brand/Identity: Prints by Willie Cole.** As one of the featured events in the Arts and Ideas series "Stasis and Change," the Art and Music Department hosted internationally acclaimed artist Willie Cole on campus. Mr. Cole exhibited in the Mazmanian Gallery, showcasing prints in which he visually explores his African-American heritage through the symbolic use of object. Additionally he led printmaking workshops with students focusing on self-identity. He culminated his visit with an evening lecture in the Forum.
- **IN PROGRESS. Institutes for K-12 Teachers.** The Center for Global Education plans to offer two summer institutes for teachers, one on climate change and the other on South Africa.
- **IN PROGRESS. Black Lives Matter Teach-in and Town Meeting.** A group of over 60 faculty will dedicate classes to topics related to the Black Lives Matter movement in late February. Faculty will discuss issues related to racism and inequality in over 100 classes. The teach-in will end with a town meeting in which the campus community will discuss the teach-in and the issues raised in their classes. Several other state universities have taken FSU's lead and are offering teach-ins followed by town meetings as well.
- **IN PROGRESS Inclusive Concurrent Enrollment Initiative.** FSU received a grant to bring intellectually disabled 18-22 year olds to campus to audit classes and participate in the university community. This program, which we will call the Diverse Scholars program, will begin in spring 2016. FSU students will serve as peer mentors for the Diverse Scholars.
- **IN PROGRESS Faculty Development in Diversity Learning Outcome.** The CDI and Office of Assessment are currently running FSU's second faculty diversity and inclusion institute, Widening the Circle. Fifteen faculty members are working with peer facilitators to develop assignments focusing on human diversity and will develop assessment methods for this gen. ed. learning outcome.
- **ONGOING. Library Diversity Initiatives.** The Library staff members continue to be trained and provide equipment and services to library users facing visual, hearing or mobility challenges. In addition, the Library received an American Library Association Latino Americans grant to fund several scholar talks on the associated PBS series, a photo exhibit and reception highlighting the various contributions of Latino Americans, a presentation at the Framingham Public Library by the author of the book "Wise Latinas", and a field trip for students to the Edward Kennedy Museum.
- **ONGOING. Diversity Dialogues Focused on Teaching.** In collaboration with the new Multicultural Center, faculty members continue to offer diversity dialogues related to teaching.
- **ONGOING. FSU continues membership in Bridgewater State University Leading for Change Consortium.** A team of faculty and administrators have joined the consortium, which meets regularly with faculty and staff from over 20 higher education institutions in the region to develop and share benchmarks related to diversity and inclusion efforts. Faculty play a key role in this effort.
- **ONGOING. Diversity Studies Minor.** A team of faculty received funding to assess and redesign the diversity studies minor over the summer; the team will present its findings to faculty and administrators at the start of the spring semester.

4. Prepare students for global citizenship and competitiveness

a. Expand global awareness through new majors and programs

- **IN PROGRESS. Program in conjunction with Massachusetts Education International to have FSU faculty teach courses in China will launch during summer 2016.** This will be an annual opportunity for FSU faculty.
- **IN PROGRESS. International Faculty Development Seminar Grant.** Two faculty have applied for the annual \$2000 grant through the Office of International Education's membership in CIEE to attend seminars in Cuba this summer with faculty members from across the United States.
- **ONGOING. Fulbright award.** Shin Freedman (Whittemore Library) received notification that her application for research and teaching in China has been moved forward in the U.S. State Department's multi-step approval process.
- **ONGOING. Latin American Studies Minor.** The history department has plans to convene an interdisciplinary team of faculty to redesign the Latin American Studies minor.

b. Integrate and grow world language programs

- **DONE. New Minors in BRIC Programs.** We now have built our Chinese Minor program to a total of 13 students (1-11-16), and we continue work on our Portuguese minor.

c. Support student international experiences

- **DONE. Growth in International Opportunities for Students.** International Education continues to have a strong level of participation, although weakened somewhat by current terrorist attacks abroad. Current faculty-led study trips scheduled for this academic year include Winter Break: Dr. Rahman (Business)-China; Spring Break: Dr. Judy Otto (Geography)- Italy. Summer: Dr. Perry (English)-England; Dr. Otto (Geography)- Ireland; Prof. Grey (Art &

Music)-Denmark; Dr. Lamontagne (Economics)-Germany & Switzerland; Dr. Ludemann (Psychology & Philosophy) – Guatemala, Service Learning; Dr. Ferraro (Sociology)-Northern Ireland; Dr. Schwartz(Foods and Nutrition)-Slow Food Tour Italy.

- **ONGOING. Study Abroad Scholarships.** The Office of International Education has awarded \$10,000 in scholarships to students going abroad for fall, spring, and summer terms, the fourth year of offering scholarships for semester study abroad. The office will also be awarding \$15,000 by the end of the academic year to students for faculty led study tours, conference participation, and other academic endeavors that involve travel expenses.

d. Grow and manage FSU partnerships with international universities

- **DONE. TESL Partnership with Hanyang University, South Korea.** Graduate Studies through IEP is now offering a joint master's degree in TESL. The 1st cohort (20 students) started in Spring 2015. President Cevallos and the graduate dean visited the site in October 2015.
- **IN PROGRESS.** New program agreement with Universidad De Iberoamerica in Costa Rica will be signed in February.
- **IN PROGRESS.** New program agreement underway with Federal University of Mina Gerais in Brazil
- **IN PROGRESS.** New program agreement underway with Bermuda College in Bermuda
- **IN PROGRESS.** New program agreement underway with Massachusetts Education International for programs with Chinese students to develop a 2+2 program in selected majors.
- **IN PROGRESS. New agreement with NamSeoul University in Korea.** Graduate Studies and IEP is now negotiating with Nam Seoul University to offer M.Ed in International Teaching at its location.

5. Strengthen and expand STEM programs and student success in STEM areas

a. Expand STEM majors, centers and research and policy analysis

- **IN PROGRESS. Equipment for DCR Reservoir Site.** The Biology Department has begun purchasing equipment to support teaching and research activities at the DCR Reservoir land that is being transferred to the university.
- **ONGOING. Collaboration with EDC.** The Office of Grants and Sponsored Programs facilitated grant proposal material that established a collaboration between the McAuliffe Center and the EDC, a leading educational research organization in Waltham, MA. The joint effort develops a computer science educational PD program for educators at the Center. The program will be funded through MassCAN and the NSF.
- **ONGOING. NASA grant request.** Dr. Linda Vaden-Goad and Dr. Irene Porro are Principal Investigators on a substantial grant request to NASA for STEM activities that will enrich the education of K - 12 youth in the Commonwealth and that will enhance the knowledge in STEM topics of instructors.
- **ONGOING. New Professional Development Program.** 109 K-12 teachers attended FSU's new STEM Certificate Program, which focuses on high-level interdisciplinary learning with the integration of advanced technology. An additional 40 teachers are signed up for the summer offering of the program.

b. Improve STEM preparation and readiness

- **DONE/IN PROGRESS. Pre-Engineering Program Agreements.** The Physics & Earth Science Department developed special transfer agreements with UMass Dartmouth and Mass Maritime for our pre-engineering program, so that our students directly enter the BS Engineering majors at these universities.
- **DONE. Writing Courses for STEM Early College High School.** FSU is a higher education partner of Marlborough Public Schools' STEM Early College High School and provided two college level writing courses on-site to high school juniors in AY2014-2015.
- **DONE. Equipment Upgrades.** The Departments of Chemistry and Physics and Earth Science have acquired equipment to upgrade and modernize laboratory experiences in Organic Chemistry and Astronomy.
- **DONE. Minor Revised By Reviewing Hidden Prerequisites.** The minor in Earth Science has been revised by reconsidering prerequisites and other factors that make it a more viable choice.
- **ONGOING. Dual Enrollment Program.** Our Dual Enrollment Program gives emphasis to students enrolling in STEM related courses. Fifteen of the 26 Fall 2015 Dual Enrollment students enrolled in STEM courses; 13 of the 15 received grades of "C" or better.

c. Increase student interest, enrollment and degrees awarded in STEM majors

- **DONE. Concentrations Transformed Into Majors.** The Department of Physics and Earth Science has proposed a new major, Earth Science, which was formerly a concentration in the Geography Major. They began implementation after receiving BHE approval.
- **IN PROGRESS. Math Curriculum Review.** The Math Department has conducted a review of their curriculum sequencing and pedagogies. They are making adjustments to improve student progression through their course sequences. They are also considering new options for students requiring remediation.
- **IN PROGRESS. Creation of a Graduate Certificate in STEM.** Draft of Graduate Council Log has been created. Needs departmental approval and then will be submitted to Graduate Education Council in Spring 2016 (goal).
- **ONGOING. Second Computer Programming Competition Added.** The Computer Science Department now involves students in programming competitions both fall and spring semesters.

d. Improve STEM career readiness among FSU graduates

- **ONGOING. Lecture Series and Mock Interviews.** The Food Science program has implemented a series of invited lectures in which representatives from various corporations in food related industries discuss their career paths and current projects. Following their presentation, the representatives conduct mock interviews with students in the program.

e. Link STEM programs to the regional scientific and technology community

- **DONE. New STEM Industry Advisory Boards Under Development.** The Chemistry & Food Science Department created an Industry Advisory Board for the Food Science Major. They held the first meeting in October.

6. Respond to labor market trends in academic program and center development

a. Connect regular, systematic assessment of labor market trends to program review and development.

- **DONE. Labor Market Trend Analysis and the 5-Year Program Review.** Now, we have made this review a regular part of the process.

Academic Affairs: Midyear Report, January 2016, Year 4 of 5 – Year Strategic Plan – Selected Examples

- **DONE.** Concentrations Transformed Into Majors. The Department of Business has implemented new majors in accounting, finance, management, and marketing and new concentrations in entrepreneurship, sports management, and financial planning.
 - **DONE.** Enhance Interest in Careers in Law. The Pre-Law Advisor took a group of students from FSU to Law School Day at the Boston Law School Forum. Representatives from 150 law schools attended.
 - **IN PROGRESS.** Redesign of Education's Post-Baccalaureate Teacher Licensure Program. In response to changing labor market demands, the College of Education has redesigned the Post-Baccalaureate Teacher Licensure program.
- b. **Develop and maintain dialogue with major area employers**
- **DONE.** New Certification Program in Accounting. Continuing Education has completed development of a certificate program in accounting in response to area business needs.
 - **IN PROGRESS.** Through the Continuing Education Office, Dr. Deborah McMakin, Associate Professor of Psychology, provided workshops to staff and supervisors at the South Middlesex Opportunity Center (SMOC).
 - **IN PROGRESS.** World of Work Certificate Collaboration with Liverpool John Moores University. In February, Dr. Terry Dray, Director Graduate Advancement & Employer Engagement, Liverpool John Moores University, will visit FSU to help us prepare to tailor the collaborative program to our region and majors so that our students will qualify for the World of Work Certificate. This certificate program is unique in that it is a labor force verified certificate. LIMU is sharing the program with us at no cost, and we will be the first American University to offer it.
 - **IN PROGRESS.** The Northeast Community Bank has proposed discussions around the bank making some resources available to the Entrepreneur Innovation Center. The bank held an event for the center in mid-December.
- c. **Systematize the preparation of students for graduate and professional programs**
- d. **Develop combined degree programs and new graduate programs in response to the needs of the Commonwealth**
- **DONE.** Professional Science Master's Program. The 1st cohort in the newly developed PSM program started in Fall 2015.
 - **DONE:** Creation of two new graduate certificates: Graduate Certificate in Public Administration and a Graduate Certificate in Healthcare Administration (May 2015). The Graduate Certificate in Public Administration program offers the University a unique opportunity to fill a void in graduate-level public administration certificate programs in Massachusetts: currently, there are only two such certificate programs in the Commonwealth. The Graduate Certificate in Healthcare Administration will provide a strong foundation in healthcare delivery, laws and regulations, management, planning and finance amid a rapidly growing field of jobs.
 - **DONE:** Changed M.A. concentration Human Resources degree to the Master of Human Resources (M.H.R.) degree.
 - **IN PROGRESS.** Undergraduate Certificate Program in Enterprise Computing has been developed by the Computer Science Department to help meet industry needs for workers with mainframe computers. The certificate will be offered through the Office of Continuing Education.
 - **IN PROGRESS.** Undergraduate Certificate in Excellence in School Nutrition. The John C. Stalker Institute, in collaboration with the Food and Nutrition Dept., offers a 5-course certificate program for school nutrition directors and aspiring directors in Massachusetts schools, and is working with MassBay Community College to establish a school nutrition concentration within their business degree using the courses from the Certificate Program.
 - **IN PROGRESS.** Professional Science Master's Program. The PSM is fully approved by the BHE, and director has been hired. The focus is on Quality Assurance/Quality Control.
 - **IN PROGRESS.** Responding to market demands for education careers. Responding to market demands for new education careers outside the K-12 classroom, the College of Education is in the process of creating a new Child and Family Studies department.
 - **IN PROGRESS.** Three Plus Three Law Degree Program. Plans are underway to identify a partner law school and design a three-plus-three law degree program. Students in the program would be able to receive their Bachelor's and law degrees in six years.
 - **IN PROGRESS.** 5th-Year Master's Programs. Food & Nutrition has developed a 5-year Master's program and got the approval from the Graduate Education Council, approved a new academic policy that allow undergraduate students to take graduate courses that counts for the two degrees. Development of 5-year B.A.-M.A. in English, the only such Massachusetts state university program, is also under development. Also, Development of 5 year B.Ed and M.Ed in elementary and special education, and a B.A/MA in English are also under development.



Framingham State University

Academic Affairs
Goals, 2015-2016 -- update
January 7, 2016

Strategic Priorities: Immediately below are the six strategic priorities that frame the 5-Year Academic Strategic Plan (2012-2017). These priorities form the foundation of each of our goals during all five years of the plan. We now are halfway through Year 4. As planned, we activated the annual budget cycle for this fourth year to link the approved initiatives with appropriate funding support. Please see the attached Mid-Year Report for an update of our progress toward specific target goals. We also have made good progress in hitting our Strategic Priorities' targets. At this time (after 3.5 years of our 5-year plan), 76% of our targets already are met (25 of 33: # targets met of all possible). We will focus on those unmet targets in the remaining time (1.5 years). We also will continue to focus on these priorities (below) and the initiatives that were funded this upcoming year which are to strengthen our overall strategic outcomes.

- 1) Develop and retain quality faculty and staff (5 of 7)
- 2) Strengthen new student preparation, induction and early academic success (3 of 6)
- 3) Pursue excellence and engagement in the academic experience (7 of 7)
- 4) Prepare students for global citizenship and competitiveness (4 of 4)
- 5) Strengthen and expand STEM programs and student success in STEM areas (4 of 5)
- 6) Respond to labor market trends in academic program and center development (2 of 4)

University Priority Goals: In addition to the above strategic priorities in Academic Affairs, we will add focus to the following three University Priority Goals:

- I. Recruitment
- II. Retention
- III. Responsiveness

Recruitment (Students, Faculty and Staff)

- **Focus Inclusive Excellence Efforts:** Focus our efforts with regard to inclusive excellence on hiring faculty and staff, recruiting students (examine each department) and impacting our student success data Use our successes in Marketing/Recruitment.
1. Recruitment: Set aspirational recruitment goals in each area for students, faculty and staff.
 - **Honors:** Goals have been set with regard to increasing underrepresented groups to fit the counties we serve (raise males to 50% (now, 21%); Latino/Hispanic to 11% (now, 4.6%); and African-American to 8% (now, 1.1%).
 - **Recruiting by College:** Establishing goals by college will be our next step.
 - "With regards to student recruitment, demographic data are needed comparing applications received, deposits made and matriculated students. This can help to identify strengths and deficiencies while assisting in recruitment strategies that maximize opportunities for diversity and inclusion. These data need to be separated by new and transfer students. Additionally, many research studies suggest that recruiting and retaining diverse faculty & staff can correlate to the successful recruitment of a more diverse student population. Hence, FSU's Leading For Change Team will begin collecting and analyzing historical HR employment data by department with regards to position search advertising, candidate pools and hiring." *January 12, 2016 communication, Sean Huddleston.*
 2. Recruitment: Continue to prepare Inclusive Concurrent Enrollment (Diverse Scholars Program, new name) program to admit students Fall 2016.
 - **Update:** Program has been funded and the search for the director in the final stages (campus visits).
 3. Marketing/Recruitment: Continue to offer Faculty Diversity Institute to make curriculum more representative of the student body (impacts student and faculty recruitment when our curriculum is more representative).
 - **Teach-In.** An off-shoot of this is the upcoming teach-in #BlackLivesMatter. During the week of February 22-26, faculty are invited to link their course content with the #BlackLivesMatter movement. Following, a town hall meeting will be convened on Wednesday, March 2, 4:30-6pm in The Forum. Currently, there are over 60 professors from 20 disciplines enrolled with more than 100 classes, including online classes and graduate courses. This is a faculty-run initiative.
- **Expand Discipline-Based Accreditation:** Successfully attain accreditation for the University and select programs (regionally and in the disciplines seeking accreditation/reaccreditation), promoting higher quality programs with strong assessment components. Use our accreditation successes for Marketing/Recruitment.
1. **Accreditations/Reaccreditations Successfully Completed: 8 total (6 national; 2 regional)**
 - **National--6**
 - **NASAD:** NEW: National Association of Schools of Art and Design (Art & Music, Comm Arts, Fashion)
 - **NCATE:** NEW: National Council for Accreditation of Teacher Education
 - **CCNE:** Reaccreditation: Commission on Collegiate Nursing Education

- ADA: Reaccreditation: American Dietetic Association's Council for Education in Nutrition and Dietetics
- ACS: Reaccreditation: American Chemical Society
- NAEYC: Reaccreditation: National Association for the Education of Young Children (Fall 2015)

• Regional--2

- NEASC: Reaffirmation: New England Association for Schools and Colleges
- Commonwealth Honors Program: Reaccreditation in 2016/2017

2. New Accreditations In Progress: 3 national -- update

- IACBE: NEW, date of visit TBD: International Assembly for Collegiate Business Education; Self-Study to be Submitted
- ABET: NEW, date TBD, Accreditation Board for Engineering and Technology
- ASBMB: NEW, date TBD, American Society of Biochemistry and Molecular Biology, in plan for new stand-alone Biochemistry major.

➤ Increase Student/Faculty Collaboration in Research and Creative Activity: Increase student/faculty collaboration in research and creative activity, and create new dashboard indicators using Digital Measures. Use our student/faculty collaboration successes to highlight in marketing and recruitment.

1. Digital Measures: we now have Digital Measures and are preparing to roll it out to faculty. It will create the datasets that will allow us to have dashboard indicators for this particular indicator of success (Student/Faculty Collaboration).

➤ Strengthen the Curriculum:

1. Transform healthy concentrations to majors: these kinds of majors attract potential students.
 - Concentrations to Majors (examples):
 - Geography: Environmental Studies and Sustainability: Geography converted two concentrations, (1) Environmental Studies and (2) Urban & Regional Planning to new major: Environmental Studies and Sustainability. It has successfully passed through the University Curriculum Committee, and it will begin accepting majors in September 2016.

➤ Augment International Education Initiatives and Opportunities: Utilize Strengths for Recruitment/Marketing

1. Marketing/Recruitment: Implement our 3 new MOU's to foster increased international participation for both faculty and students by having at least one faculty led study trip and receiving at least one exchange student. Market the opportunities to potential students.
 - Faculty Led Study Trips to a Partner School: Vince Ferraro is planning a trip to Northern Ireland again (University of Ulster-Magee). There are logistical factors yet to complete.
 - Faculty Led Study Trips from a Partner School: UDLA, our new partner in Ecuador, may be bringing a class of students in Communication Arts to take a class this summer in Music Video Production. We are working on the remaining logistics (residence halls).
 - Incoming Exchange Students from Partner Schools: (4 total): One student is here from the University of East Anglia (Fall 2015, Spring 2016). Two also are coming from SHOWA, and one from Lingnan University.
2. Marketing/Recruitment: Continue to increase the number of international experiences/study abroad to exceed 200; market our increases to potential new students.
 - So far this year: 72 so far this year
3. Recruitment: Work on drafting and implementing a structure to increase matriculated international students by at least 10 new students.
 - Dr. Yaser Najjar worked with Jane Decatur to organize a group to meet on this topic. Jane Decatur completed a draft on the topic.
4. Recruitment: Expand full time graduate opportunities to recruit international students.

Retention (create a fresh approach to the cohort)

➤ Increase Retention and Graduation Rates: Initiate New Software and New Collaborative University Processes; set annual cohort and transfer targets for retention and graduation rates, keeping in mind underrepresented groups; add service learning/civic engagement to those factors measured in Digital Measures. Identify the students in the cohort.

1. Hire New Retention and Student Success Coordinator.
 - Laurie Keville has begun as our *Coordinator of Retention and Student Success*, and meetings have begun across campus.
2. New Software Update:
 - Digital Measures: We will be working with faculty during the spring 2016 semester to assist them in maintaining information which will be used for creating dashboard indicators for student/faculty collaboration. This new software also will be significant in assisting faculty in making personnel portfolios for actions such as post-tenure review, promotions, and more uniform CVs. It is a "bolt-on" to Banner, and it will allow us to connect Digital Measures to Banner so faculty may store student course artifacts electronically, attached to the Banner entry of the course and the semester it was taught.
 - Starfish: We are still working out the purchase agreement between SHI and the vendor. Our retention committee has begun to meet and our retention coordinator has been hired and is working.
3. Cohort Targets
 - Underrepresented Group Targets
 - Overall: The university plans for zero-growth in students over the upcoming FY17 year, however, we will utilize the Vision Project census goals from the counties we serve (11% Hispanic, 8% African-American; 50% males) as targets. Our new programs in "redesigning the first year program" and the collaboration with Bridgewater State will improve our targets and numbers.

- **Honors:** Our plan for improvement in the Honors Program with regard to underrepresented groups already has been described.

4. **Transfer Targets**

• **Underrepresented Group Targets**

- Our new MOUs with MassBay and in the state using MassTransfer and the "Commonwealth Commitment" should improve our transfers in underrepresented groups.

➤ **Strengthen the Curriculum:** Focus (by college or division) on strengthening the curriculum to increase retention and student success by taking clear actions regarding the following:

1. **Streamline majors:** review requirements and find room in the curriculum for minors and exploration across the curriculum by using strategies that group courses into "choose groups" or "special topics" courses at several levels (allowing for more flexibility and better fits with changing needs and interests in the scholarly areas of study).

• **Recently Streamlined Majors:**

• **Social & Behavioral Sciences:** progress

- **Business:** Business has begun the process of looking at the number of requirements for the major; currently in the early phases.
- **Geography:** Geography is doing a curricular redesign.

2. **Transform healthy concentrations to majors:** enhances retention/graduation rate

- As described in Geography (see above)

3. **Annually Review and Utilize Data:** Use data from Institutional Research to inform curricular decision making.

• **Regular Datasets we Utilize:** We receive them in the fall semester and use them in the spring

- Department Indicators
- Undergraduate Headcount by College/Program/Concentration (5-year and 1-year growth)
- First-Time full-Time Undergraduate Students/Graduation Rates by Major at Admittance
- Undergraduate Declared Minors

➤ **Focus Inclusive Excellence Efforts:** Focus our efforts with regard to inclusive excellence on hiring faculty and staff, recruiting students (examine each department) and impacting our student success data (retention and graduation rate of our cohort).

1. Set aspirational retention and graduation rate goals in each area for the upcoming years for students
 - We are preparing the dataset for this analysis so that it fits the *Leading for Change* dataset needs and our needs here on campus.
2. Set aspirational retention goals for faculty from underrepresented groups
 - We are reviewing the data on faculty retention; after the full review, we will be in a better position to set retention goals.
3. Continue to offer Faculty Diversity Institute to make curriculum more representative of the student body and more inviting to faculty
 - Added the #BlackLivesMatter Teach-In for Spring 2016

➤ **Establish an Equitable Base Budget System for Academic Departments:** Evaluate our current departmental budget allocation system and adjust the parameters such that the system is based on appropriate data (# majors, faculty FTE, student class FTE + base + \$400 per full-time faculty member). This will create more equitable support for students in all areas, thereby influencing retention and graduation rates.

➤ **Complete our Academic Continuity Plan:** Complete our academic "continuity of operations plan," and focus also on the "snow day" problems experienced in Spring 2015. For particular emergencies that prevent use of our own facilities, form mutual aid agreements with the community. This will improve student success and improve retention and graduation rates.

➤ **Increase Student/Faculty Collaboration in Research and Creative Activity:** Increase student/faculty collaboration in research and creative activity, and create new dashboard indicators using Digital Measures. These experiences will engage the students to a greater extent and improve student retention, graduation rates, and later successes (graduate education opportunities).

➤ **Augment International Education Initiatives and Opportunities:** these experiences engage students and improve student retention, graduation rates and later successes in graduate/professional schools

1. Implement our 3 new MOU's to foster increased international participation for both faculty and students by having at least one faculty led study trip and receiving at least one exchange student.
2. Continue to increase the number of international experiences/study abroad to exceed 200
3. Work on drafting and implementing a structure to increase matriculated international students by at least 10 new students.
4. Expand full-time graduate opportunities to recruit international students (this will create more global opportunities in the classrooms for all students, improving retention/graduation rates)

Responsiveness

➤ **Prepare our Students for the World of Work:** Establish the *World of Work* program at FSU during the upcoming year, first solidifying the MOU with Liverpool John Moores University, and then laying the groundwork with our industry partners, faculty and staff.

1. **Strengthen Summer Programs:** Fit the strengths of our region and faculty to the needs of our constituencies to develop summer programs for undergraduate students, graduate students, international partners, K-12 students and our greater community. Link to the World of Work certificate programs or pre-programs where possible.

- **Summer Courses:** We are soliciting new summer courses that fit our different summer constituencies (our own students, students who come home for the summer, graduate students, dual-enrollment students). We plan to have new offerings this summer 2016 that attract each group in stronger ways.

2. Articulate academic majors with graduate and professional programs or career pathways (add majors as necessary)
3. Effectively Utilize Advisory Boards: Better utilize existing advisory boards and add additional advisory boards where needed.

- Examples of change this year:

- Food Science Advisory Board. Board met with students to discuss opportunities in the food science industry.
- Computer Science Advisory Board. Provided internship opportunities for computer science students

- Augment Community and Shared Problem-Solving in Academic Affairs: At the beginning of each semester, add an opening meeting for faculty and staff (all), with a morning meeting all together (focus on this past year's assessment data, advising assessment (Appendix H), alumni survey results, Digital Measures, Starfish, and World of Work; afternoon meetings will be for the colleges.
- Review administrative support for departments to ensure equitable workload distribution and support for departments. Make changes where necessary.
 - A full study was done of our administrative support across all academic departments, and changes were made that have created greater "support equity" across the departments and greater effectiveness in terms of support and understanding of needs. A success.
- Facilitate Child Care Center Transformation: Ease the on-campus move from the YMCA's management of an on-campus center to the university's control and management. This new structure improves our responsiveness to the needs in the community.
 - This is complete!
- Maintain and Strengthen Community Partnerships: Work with K-12 school districts, social service agencies, community colleges, local and state agencies, and non-profits to provide services to the community and experiential learning opportunities to our students. Improve responsiveness. Some examples:
 1. College of STEM:
 - The College of STEM is working with Fuller Middle School afterschool program to provide mentors for middle school science fair projects.
 2. College of Education:
 - Our advisory board, which is a committee of both College of Education faculty/staff and faculty/administrators from local school districts such as Ashland, Framingham, Natick, and others, is working together to pilot an instrument that will better enable FSU faculty supervising those students doing field service, as well as K-12 faculty to evaluate our student candidates' dispositions in the classroom. This is a requirement of the new CAEP accreditation but also an opportunity. Working in close partnership, we in K-12 education and higher education are able to meet one another's professional needs at the same time as we improve the skills of our teacher candidates.
 3. College of Arts & Humanities:
 - ASL/English Interpreting BA-Completion Program Advisory Board
ASL/English Interpreting BA-Completion Program Advisory Board met in December to discuss and provide counsel on the program's efforts to align its policies with the Standards of the Commission on Collegiate Interpreter Education (with a view to future program accreditation).
 - Fashion Design and Retailing Advisory Board
ASL/English Interpreting BA-Completion Program Advisory Board met in December to discuss and provide counsel on the program's efforts to align its policies with the Standards of the Commission on Collegiate Interpreter Education (with a view to future program accreditation).

**Framingham State University
5-Year Strategic Plan (2012-2017)
Academic Planning Priorities**

	Develop and retain quality faculty and staff	<ul style="list-style-type: none"> • Develop recruiting strategies to attract top faculty candidates • Orient and mentor early-career faculty • Support CELTSS and other faculty development resources • Provide the tools and equipment to support faculty work • Strengthen academic community 	Tenure-Track Faculty Total FTE Faculty Student/Faculty Ratio % Full Time Faculty % Day Faculty from Grants & Contracts % Tenure Track Faculty
	Strengthen new student preparation, induction and early academic success	<ul style="list-style-type: none"> • Align readiness skills with college expectations • Improve orientation, first-year and transitional programs • Build connection/community on campus • Monitor and foster systematic and progressive preparation for graduation 	Nationally-Accredited Program Review 1st-Year Retention 6-Year Graduation Decrease Remedial & Math--E-15.4%
	Pursue excellence and engagement in the academic experience	<ul style="list-style-type: none"> • Increase student-faculty collaboration • Increase experiential learning opportunities • Strengthen citizen engagement opportunities • Grow honors and academic enrichment opportunities • Assess and document student learning and personal growth • Enrich university community with diversity 	Majors Offered-- Academic Internships New Concentrations New Minors Increase # Academic Reduce or Retool 1; Grad--2
	Prepare students for global citizenship and competitiveness	<ul style="list-style-type: none"> • Expand global awareness through new majors and programs • Integrate and grow world language programs • Support Student international experiences • Grow and manage FSU partnerships with international universities 	BRIC Language Programs Expand Global Awareness Increase # of Matriculating Grow FSU International
	Strengthen and expand STEM programs and student success in STEM areas	<ul style="list-style-type: none"> • Expand STEM majors, centers, and research and policy analysis • Improve STEM preparation and readiness • Increase student interest, enrollment and degrees awarded in STEM majors • Improve STEM career readiness among FSU graduates • Link STEM programs to the regional scientific and technology community 	STEM Declared Majors Expand # of STEM Increase % of Entering Partners): 16/56, 28.3% Increase # of courses Increase STEM A
	Respond to labor market trends in academic program and center development	<ul style="list-style-type: none"> • Connect regular, systematic assessment of labor market trends to program review and development • Develop and maintain dialogue with major area employers • Systematize the preparation of students for graduate and professional programs • Develop combined degree programs and new graduate programs in response to the needs for the Commonwealth 	Add Labor Market Review Reports-- Increase Advisor Phase-In Pilot We Over 4 Years for Initiate New Com

Baseline	Year 1 Progress 2012-2013	Year 2 Progress 2013-2014	Year 3 Progress 2014-2015	Year 4 Midyear Progress 2015-2016	Target
Faculty--154	155 (F12)	161 (F13)	164 (F14)	174 (F15)	175
Ratio--230	232.8 (F12)	246.7 (F13)	252.1 (F14)	264.58 (F15)	250
Ratio 15.8:1	16.4:1 (F12)	15.6:1 (F13)	15.7:1 (F14)	14.8:1 (F15)	15.8:1
Faculty w/ Terminal Degrees--88%	86.9% (F12)	86.8% (F13)	89.3% (F14)	90.24% (F15)	90%
Faculty from Underrepresented Groups--8.1%	13.8% (F12)	12.2% (F13)	17.84% (F14)	18.18% (F15)	10%
Faculty--\$5M	\$5,055,998 (F12)	\$6,443,388 (F13)	\$7,480,144 (F14)	\$9,933,830 (FY15)	\$6M
Faculty in Single Offices--80%	85%	85.4%	88.3%	86% (F15)	90%
Submitted/Approved Programs--2	3	3	4	6 (F15)	5
Programs Completed Annually--3	4	5	SBS=2, STEM=2, A&H=	SBS=1 STEM = 2 in process	5
Completion Rate--74%	74% (F11-F12)	73% (F12-F13)	75% (F13-F14)	74% (F15)	78%
Completion Rate--52%	52% (F06-F12)	51% (F07-F13)	51% (F08-F14)	56.1% (F15)	56%
Initial Placement, 4 Partner Schools--Eng	ENG-34%	ENG-29%	ENG-49%	ENG-47%	ENG-10%
; M-20.5%	MATH-9%	MATH-10%	MATH-20%	MATH-18%	MATH-15%
B-27; M-24	B-28; M-25	B-29; M-26	B-32; M-26	B-33 ; M-26	B-30; M-26
Shipments (no edu): 2011-12=193	397	383	480	Fall 2015 = 289	203
Shipments	2	added 1 = 3	SBS=0, STEM=0	3 Total	2
	3	added 2 = 5	SBS+5, STEM=0	4 new + 5 = 9 Total	3
Academic Honors Societies--11	14	added 1 = 15	added 1 = 16	added 1 = 17	15
Undergraduate Low-Enrolled Programs, UG--	UG-1+4=5	Minor (-1); retooled (3)=4 changes this year. Total 5+4=9	Retooled 3. Total 9+3=12	2 concentrations retooled into one new major (in Geography), so 13 in total	UG-5
		G--2	Moved 3 to degree status. G=3; Total=2+3=5	SBS - working on a 3 + 3 law degree with a partner. STEM working on a 4+1 in Food Science.	Grad-5
Programs--0	Chinese Minor	Chinese Minor	Concentration in Chinese; Unbanked Russian II--Total=3	data not available yet	1
Awareness in Programs		1	Global Studies +1=2	Partnership with MEI/JNC - 17 faculty planning to teach in China.	2
Enrolled International Students--25/year	20	F=22; SP=24; Total=46	F=20; SP=19; Total=39	F+SP=16 New; Total is 24	35
International Partners--4	5	added 2 = 7 total	added 3 = 10 total	11 total	7
Majors--23.9%	24.1% (F12)	25.0% (F13)	25.5% (F14)	26.2% (F15)	>25%
Centers--4	4	Added 1 (GIS)=5	Planning 1 (6 Tot) (Climate Change E	6 (F15)	6
High School Students Who Place Into Pre-Calculus (4 of 57%)	33% (14 of 43)	31% (15 of 48%)	24% (12 of 49)	18% (10 of 57)	31% (2% increase)
Faculty with visits to or from STEM industry sites	1	2	4 total	4 total	5
Advisory Boards--3	3	added 1 (PSM)=4	4 (no additions)	added 1 (Food Science)=5	add 2
Exit Analyses in 5th-Year Program	1 new	2 new (1+2=3)	4 new (4+3=7)	No midyear changes	
Advisory Boards--0	CS	(Eco/Bus & BIT)	Pols/Geo/Nur/Nut		18
Advisory Boards--5	9	9	added 1 (PSM)=10	added 1 (Food Science)=11	8
Workforce Readiness Advisory Program				Integrating readiness program into the curriculum; several other curriculum changes under discussion; current focus is on IACBE accreditation and World of Work	
ITB	1	1	Program has changed in emphasis; will move toward World of Work		All 4 years
Computer Science Co-Op	Complete	Complete	Complete	Complete	Complete

Office of Grants and Sponsored Programs
 Comparative Data: 01/13/2015
 FY 2016 to-date versus FY 2015 to-date

FY 2016 to-date	Data	Notes
Amount requested:	\$ 4,904,281.94	See Pipeline document.
Amount awarded:	\$ 1,730,179.10	See Pipeline document. Includes 2 grants submitted before FY 2016.
Amount pending:	\$ 3,997,017.84	See Pipeline document. Includes 2 grants submitted in FY 2015.

FY 2015 to-date	Data	Notes
Amount requested:	\$ 1,675,171.39	
Amount awarded:	\$ 1,086,930.00	
Amount pending:	\$ 390,604.50	

Differentials: FY 2016 to-date versus FY 2015

to-date	Data	Notes
Amount requested:	193%	
Amount awarded:	59%	
Amount pending:	923%	

1/14/2016

FunderProject (PD/PI)DeadlineAmountStatusAwardedICR

Bold - private

Summer 2015 - Jonathan Lee

Boston Children's Hospital (BCH)	BCH/Framingham State University Nutrition Study (Hamel and Vaden-Goad)	N/A	\$ 628,886.48	Funded	\$ 628,886.48	\$ -
MA DESE	Enhance food nutrition at schools through PD (McGrail)	1-Jul-15	\$ 405,000.00	Funded	\$ 405,000.00	\$ 60,000.00
US Department of Education (US ED)	MASexCELLs: Supporting ELL Populations in Central and Eastern Massachusetts (Mahler)	28-Jul-15	\$ 320,000.00	Funded	\$ 320,000.00	\$ -
MA Department of Higher Education (DHE)	MetroWest Young Males of Color Pathways to Success Initiative (collaboration with MBCC) (Huddleston)	10-Aug-15	\$ 238,994.00	Declined	\$ -	\$ -
MA DHE	Commonwealth Dual Enrollment Program (Greenberg and Dittami)	31-Jul-15	\$ 50,000.00	Funded	\$ 48,000.00	\$ -
MA DESE	Enhance food nutrition at schools through PD (McGrail)	1-Jul-15	\$ 48,384.00	Funded	\$ 48,384.00	\$ 4,200.00
Vertex Pharmaceuticals Incorporated	GUTS Summer Professional Development Program (Porro)	10-Jul-15	\$ 13,750.00	Funded	\$ 13,750.00	\$ -
Department of the Interior (DoI)	Identification of winter habitats and seasonal movements of American Alligators on the Albemarle Peninsula (Dinkelacker)	1-Jul-15	\$ 10,000.00	Funded	\$ 10,000.00	\$ -
MutualOne Charitable Foundation	Zero FX electric patrol motorcycle (Woollard)	27-Jul-15	\$ 9,690.00	Declined	\$ -	\$ -
SUBTOTAL:			\$ 1,724,704.48		\$ 1,474,020.48	\$ 64,200.00

Summer 2015 - Patricia Bossange

Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs
1/14/2016

MA Department of Higher Education	MetroWest Cybersecurity Partnership Project (collaboration with MBCC) (Greenberg)	1-Jul-15	\$ 100,000.00	Declined	\$ -	\$ -
Wellington Management Foundation	Accelerating Preparation and Access to College for First Generation Students (Coffey)	1-Aug-15	\$ 35,000.00	Pending		
Department of Early Education and Care	GBRC - ELCG (Thurston)		\$ 32,013.62	Funded	\$ 32,013.62	
Center for the Advancement of Science in Space, Inc. (CASIS)	Associated Programs--Earth Odyssey Mission, Planetarium (Porro)	26-Aug-15	\$ 12,000.00	Funded	\$ 12,000.00	\$ -
SUBTOTAL:			\$ 179,013.62		\$ 44,013.62	

Fall 2015 - Jonathan Lee

NASA - 2015 Competitive Program for Science Museums, Planetariums and NASA Visitors Centers Plus Other Opportunities	McAuliffe Center--new immersive learning experiences (Porro)	7-Dec-15	\$ 1,249,921.00	Pending		
Boston Children's Hospital (BCH)	BCH/Framingham State University Nutrition Study (Hamel and Vaden-Goad)	N/A	\$ 276,149.35	Pending		\$ -
DHE MA College Access Challenge Grant	100 Males to College Program (Coffey)	15-Dec-15	\$ 100,000.00	Pending		
DHE PIF Consortial	MetroWest College Planning Center (Coffey)	1-Sep-15	\$ 93,240.00	Funded	\$ 93,240.00	
Spencer Foundation	Research and Outreach (Hara)	2-Nov-15	\$ 43,905.00	Pending		\$ -
National Science Foundation (NSF) and EDC	Massachusetts Exploring Computer Science Partnership (MECSP)	11-Jun-15	\$ 36,799.00	Funded	\$ 36,799.00	\$ 1,957.00
Department of Early Education and Care - Early Learning Challenge Grant	Greater Boston Readiness Center (Barbara Jacobs)	30-Sep-15	\$ 23,392.49	Pending		\$ 1,732.78
National Endowment for the Humanities (NEH) - Summer Stipends	"By Clashes Quick and Sure": Text Mining Magazine Poetry of the First World War (Brinkman)	30-Sep-15	\$ 6,000.00	Pending		\$ -

Grant proposal submissions in FY 2016 Office of Grants and Sponsored Programs
1/14/2016

National Endowment for the Humanities (NEH) - Summer Stipends	The Rise and Fall of the Post Office in America (Adelman)	30-Sep-15	\$ 6,000.00	Pending		\$ -
SUBTOTAL:			\$ 1,835,406.84		\$ 130,039.00	\$ 3,689.78

Fall 2015 - Patricia Bossange

Department of Early and Secondary Education (DESE)	ICE - Implementation (Bridges and Dargan)	23-Nov-15	\$ 88,000.00	Funded	\$ 77,106.00	\$ 7,710.60
DHE Nursing and Allied Health Initiative	FSU DHE Direct Care Institutional Proposal (Mullaney and Bechtel)	14-Dec-15	\$ 36,157.00	Declined	\$ -	\$ 3,596.70
Sudbury Foundation	Capital support for the MW CPC (Coffey)	23-Oct-15	\$ 5,000.00	Funded	\$ 5,000.00	\$ -
Framingham Cultural Council	Capital infrastructure--Ram statue (Gustafson)	15-Oct-15	\$ 3,000.00	Pending		\$ -
SUBTOTAL:			\$ 132,157.00		\$ 82,106.00	\$ 11,307.30

Winter 2015-2016 - Jonathan Lee

Howard Hughes Medical Institute (HHMI)	2017 Inclusive Excellence (Carroll and Dignam)	1-Dec-15	\$ 1,000,000.00	Pending		
Pennsylvania Soybean Board	Development of Sustainable, Value-Added Soybean Meal Ingredients for Human Consumption (Apostolidis)	26-Jan-16	\$ 33,000.00	Pending		\$ 3,000.00
Boston Scientific Foundation	3D printing and network at Whittemore Library (Mitchell)	TBD	TBD			
HarvardPilgrim Health Care	TBD	TBD	TBD			
Framingham Union Aid Association	Nursing Program scholarships (Ferullo)	TBD	\$ 20,000.00			
SUBTOTAL:						

Winter 2015-2016 - Patricia Bossange

Artplace America	TBD (Hamel)	TBD	\$ 500,000.00			
Hearst Foundations	Capital infrastructure at MW CPC (Coffey)	ongoing	TBD			

Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs

1/14/2016

Marion and Jasper Whiting Foundation	Travel stipend (Ludemann)	11-Jan-16	\$ 3,606.00			
SUBTOTAL:						

Spring 2015-2016 - Jonathan Lee						
NSF	S-STEM (Carroll and Dignam)	TBD	TBD			
National Endowment for the Humanities	Fellowships (TBD)	TBD	TBD			
SUBTOTAL:						

Spring 2015-2016 - Patricia Bossange						
Kellogg Foundation	Education research (Woodrum)	ongoing	TBD			
Massachusetts Board of Library Commissioners (MBLC)	Library Services and Technology Act--enhancement of links to FSU Career Center	ongoing	\$ 7,500.00			
SUBTOTAL:						



Board of Trustees Update

Topic: Division of Enrollment and Student Development
From: Lorretta M. Holloway, Interim VP for Enrollment and Student Development
Date: January 26, 2016

Division of Enrollment and Student Development Annual Goals Update: AY 2015-2016

The overall division goal for the 2015-2016 academic year is to increase collaboration between this division and other university offices and to deepen relationships with community partners in our joint efforts for student success. This update addresses each of the plans presented in the September 2015 division update.

General

- Common Calendar work between Student Accounts, Financial Aid, and Business Office—After review of transactional work between offices, Students Accounts was moved to the Business office and out of Enrollment. Purchased mapping software to support complete development of common calendar. (Recruitment and Responsiveness)
- Develop stronger assessments for student engagement in civic activities through Civic Learning, Engagement, and Outreach (C.L.E.O.) Initiative—joint project with Academic Affairs and Inclusive Excellence (Retention)—a committee has been established which focuses on the four DHE evaluation areas (institutional capacity, Faculty capacity, student involvement, and community engagement. We have employed a worker to do an environmental scan of ongoing civic engagement work on campus to develop a baseline for measurement.
- Re-establish regularly scheduled crosswalk meetings between division and Academic Affairs (Responsiveness)—the senior leadership teams from each division met three times in the fall semester and sent two logs to governance. We also established a clear protocol for who contacts students who have not preregistered and for responses to students put on academic probation.
- Participated in meetings with several community partners about parent/family outreach and education about college readiness. (Recruitment, Retention, and Responsiveness)

Student Affairs

- Parent Engagement—Parent Advisory group work continues with 78 parents this year, and 10-15 who regularly participate in meetings. (Recruitment and Responsiveness)
- Collaborate with Academic Affairs in implementation of Starfish—representatives from division participated in the initial meeting about Starfish and also have met with newly hired Retention Coordinator (Retention)
- Students with housing and food insecurities—Identified single point of contact (SPOC) for students, identified local food and housing resources, and worked with dining services to raise food insecurity awareness. (Responsiveness)
- Support of student wellbeing—Through Culture of Respect program, developed a plan to assess six areas of sexual assault prevention, education, and response on campus. 74 residence life and health center employees completed suicide prevention training. We have also scheduled post-suicide training. (Responsiveness)

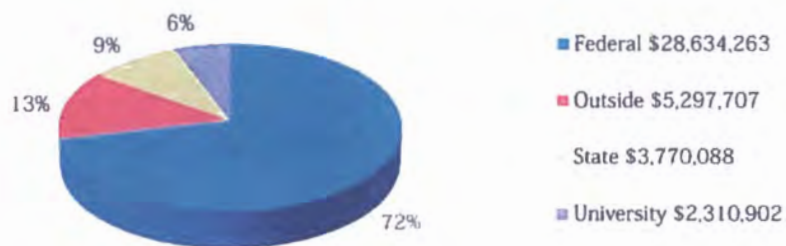
Enrollment Management

- Common Application for first-year and transfer applications—completed this fall. (Recruitment)
- Analyze factors relating to first-to-second year retention—Discussed the importance of having a working “data group” with Retention Coordinator and aligning admissions decisions with Academic Deans. (Retention)
- Analyze current billing processes and develop new strategies to improve compliance with payment deadlines—Held a strategic planning session with directors of Registrar’s office, Financial Aid, and Student Accounts. In process of developing plan to eliminate pre-billing to streamline process and aid accuracy. (Responsiveness)

Financial Aid Report

Presented by Deborah Altsher, Director of Financial Aid

2014-2015
Financial Aid by Source
Total Amount: \$40,012,960

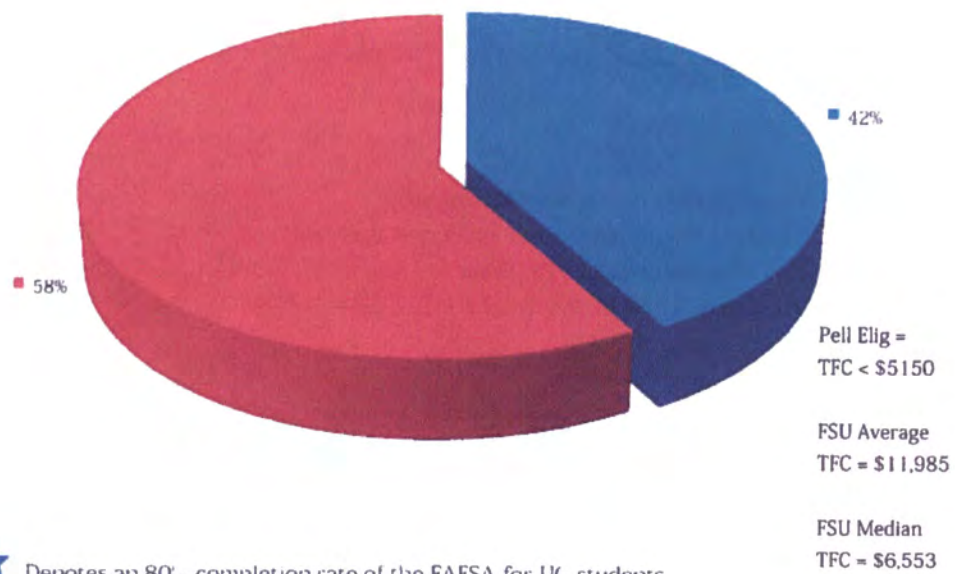


87% FAFSA filers receive some form of aid
83% FAFSA filers receive some form of need-based aid
42% FAFSA filers receive a Pell Grant
80% of Matriculated Undergraduates file a FAFSA
Average Income : \$81,319
Median Income: \$69,879
Average TFC (Total Family Contribution): \$11,995
Median TFC (Total Family Contribution): \$6553
Pell TFC Cut-Off : \$5150
Shift to Prior-Prior-Year (PPY) will likely increase # of Pell eligible students

2014-15 Pell Eligible Undergraduate FAFSA Filers

■ Pell Eligible 1439 ■ Not Pell Eligible 2004

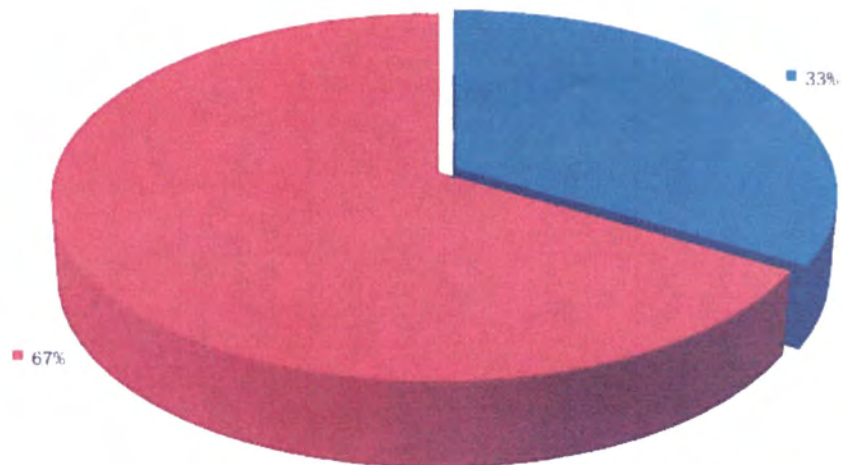
Based on 3443 FAFSAs processed for 4329 total Fall UG matriculated students.



2014-15 Pell Eligible Total Undergraduates

■ Pell Eligible - 1439 Students ■ Not Pell Eligible or No FAFSA filed - 2890 Students

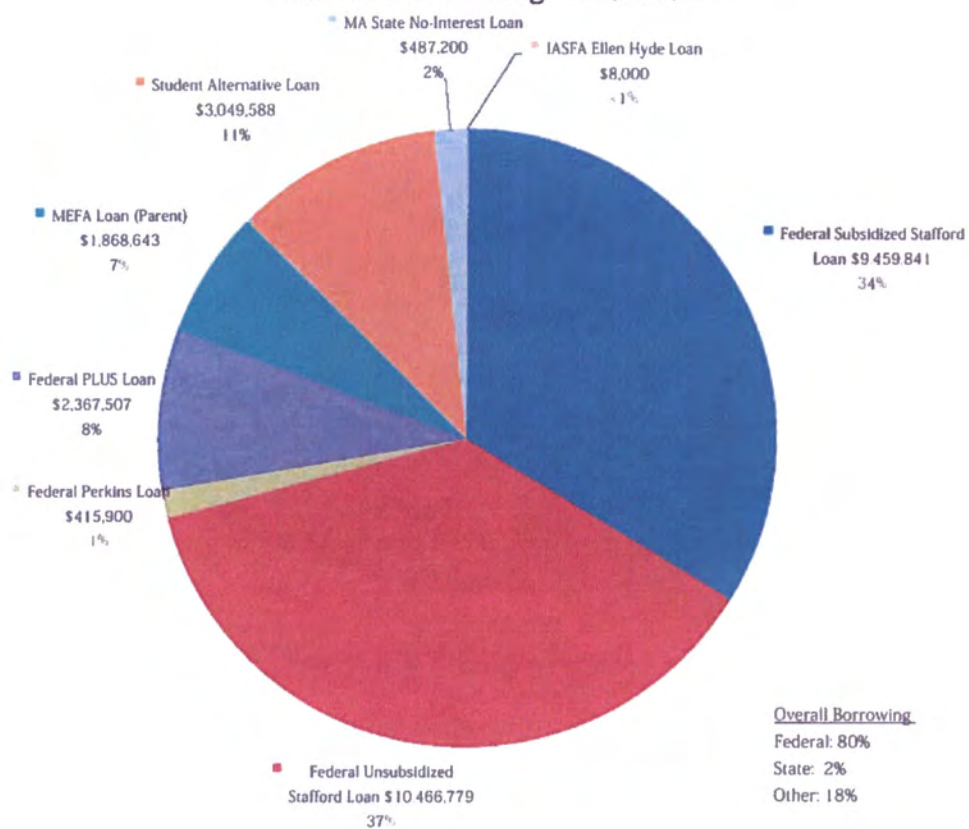
4329 total Fall UC matriculated students



Historical Analysis : 2010-11 through 2014-15

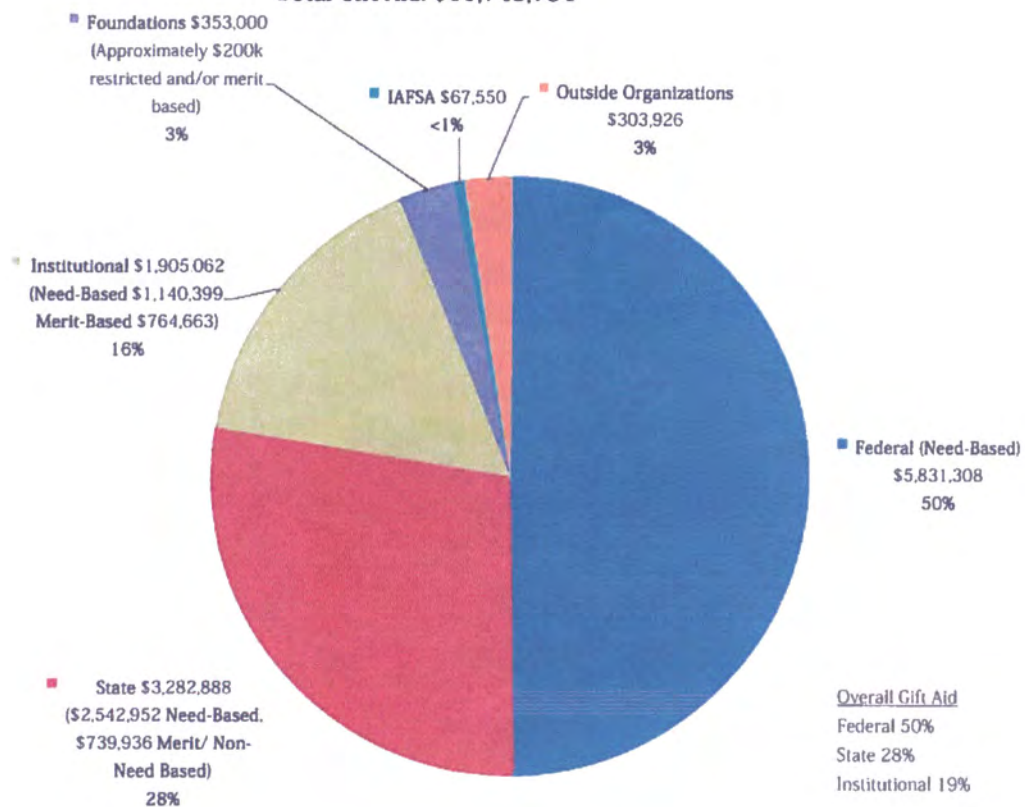
2013-14 Total UC 4329, Total Pell 1421 = 33%
2012-13 Total UC 4147, Total Pell 1276 = 30%
2011-12 Total UC 3885, Total Pell 1141 = 29%
2010-11 Total UC 3528, Total Pell 1033 = 29%

2014-15 Total Loans by Source
All Students
Total Loan Borrowing: \$28,123,458



2014-15 Gift-Aid by Source All Students

Total Gift Aid: \$11,743,734





Framingham

State University

FSU Board of Trustees Update

Office of the Chief of Staff and General Counsel

January 26, 2016

FY2016 Division Goals – Mid-Year Report Updates

Recruitment

- Enhance Marketing and Communication Efforts Aimed at External Audiences
 - Develop and execute an integrated marketing program and communications program to include undergraduate, graduate, and continuing education to achieve the University's overall target enrollment for a diverse, high-quality student body. University is working with a marketing research firm to update our brand, messaging and creatives.
 - Review University branding and make changes as needed. In progress as noted above.
 - Using digital platforms and social media, devise metrics to determine the effectiveness of advertising and communicate findings as appropriate. In progress. Metrics are currently being reported to the Marketing Committee.
 - Conduct research to assess FSU's competitive strengths to assist in the marketing strategy, brand messaging, recruitment of students and employees and alumni and community relations. In progress as noted above.
 - Generate and distribute press releases to keep University name fresh and current for general public. Press releases are continually being written and distributed to local media.
 - Maintain University website front page with particular focus on keeping information updated and fresh. Website front page has four rotating images with strategic messaging aimed at recruiting prospective students, one of which is fresh every week. The page itself circulates, so that all messaging and photos become visible to the viewer. The page also features headlines on faculty and student accomplishments, upcoming community events and other University news. The headlines are updated weekly.
 - Establish social media committee to explore best practices around social media messaging and implement findings. Committee has been established

and is currently awaiting a report on FSU's and its competitors' use of social media.

- Ensure that all marketing and communication efforts reflect the University's commitment to inclusive excellence. Marketing and communication photos and literature routinely feature students and other members of the campus community from underrepresented groups.
- Support Requests for Legal Review
 - Review, negotiate and finalize contracts for Common App and Higher One software services. Contracts were finalized in time for fall 2015 recruitment season.

Retention

- Enhance Communication Efforts Aimed at Internal Audiences
 - Redesign Campus Currents to be more user-friendly and attractive. Done. Campus Currents is now housed on the website. A link to the webpage is sent out via email each Monday. The email also contains a list of events happening at the University for the next several weeks.
 - Develop additional forums for posting community news. The Communications Office has begun assisting President Cevallos in compiling a monthly update of campus news and highlights that is distributed to the community. Efforts are underway to expand the University's reach on social media to provide additional outlets for sharing community news.
 - Generate and display posters, brochures and other visual and textual announcements for University events both internally and externally. University events are widely publicized using posters, email, social media, electronic billboards and print advertising.
 - Organize and promote speaker events to engage campus community, as well as to provide positive external exposure. The Arts and Ideas booklet was published and is distributed widely. The website contains information on speaker events as well.
 - Ensure that all communication efforts reflect the University's commitment to inclusive excellence. University publications routinely feature students and other members of the campus community from underrepresented groups.
- Support Requests for Legal Review
 - Review, negotiate and finalize contracts for Starfish, Naviance, Collegiate Link and Banner software service. Contracts are still being negotiated for Starfish.

Responsiveness

- Further Communication among internal stakeholders
 - Assist in keeping University updated on new programs, efforts, initiatives undertaken by campus community. The revamped Campus Currents, monthly presidential update, front page of the Web site, social media and direct e-mails from the Communications Office are all being utilized to keep the community apprised of new programs and initiatives undertaken by the campus community.
- Lead the collaborative process to maintain and advance FSU's brand by meeting with key stakeholders at the university to identify, evaluate and address their marketing needs for the coming year. Marketing committee meets on a monthly basis. Meetings with various department chairs have taken place to address marketing needs. Focus groups with key stakeholders will occur during the spring semester.
- Establish a marketing committee to provide ongoing feedback and support for marketing efforts. Marketing committee meets monthly.
- Respond to Requests for Legal Review
 - Provide Legal Services Review University documents (contracts, policies, MOU's, etc.) received by members of community and respond within 2 weeks of receipt. Contracts and MOU's are reviewed within 2 weeks' time.
- Assist with risk assessment review and protocol design to develop risk assessment/responsiveness process. Firm to assist with risk assessment was engaged and report received in December 2015.
- Assure that all Board meetings run efficiently and smoothly; respond to members' requests in a timely manner. Board meetings and trustee requests continue to be a top priority.



Framingham State University

FSU Board of Trustees Update Inclusive Excellence Division

January 26, 2016

- **Expanded Focus & Responsibilities for Community Development** – The Division of Inclusive Excellence will expand its role and focus on efforts to increase the university's reach into the community with a particular focus on development and support of underserved communities. Under the role of *Community Development*, the office of the CDIO will help to position FSU as a key regional community educational partner, as well as develop, track, analyze and report data regarding impact of FSU community development and engagement efforts on college enrollment for underrepresented and underserved students and their families.
- **MLK Youth Conference** – Framingham State University hosted Greater Framingham Community Church's 2016 MLK Youth Conference on January 16, 2016. Over 200 youth from across the MetroWest region attended the conference and participated in workshops on topics designed to create an awareness and appreciation for Dr. King's principles and practices. FSU has committed to hosting the conference in 2017 as well.
- **MetroWest College Planning Center Updates:**
 - Sudbury Foundation Grant
 - Estrella (Stars) Program – Wayside Youth & Family Support Network partnership
 - 100 Males to College Program
- **FY2016 Inclusive Excellence Division Goals – Mid-Year Report (Updates)**

Recruitment

Goal	Status
▪ Successfully launch MetroWest College Planning Center (CPC).	Complete. Launched 09/17/15. Activities include high, medium and low intensity programming through 1:1 & small group mentoring, and community outreach programming.
▪ Organize and align FSU pre-college programs that target underrepresented and underserved students	In process. Current programs include 100 Males to College, Estralla, Lights ON! Working on TRIO Programs (Gear Up & Upward Bound).
▪ Rename, Re-brand and Re-market the "Diversity Fellows" program in partnership with Academic Affairs division.	In process. Diversity Fellows renamed <i>Mary Miles Bibb Faculty Fellowship</i> , in honor of 1 st African American graduate of FSU. Position posted.
▪ Launch Inclusive Excellence website.	Complete. Launched August, 2015.
▪ Develop Inclusive Excellence ad/promotional piece for targeted employment recruiting publications.	Complete. Ad developed and placed in November 2015 edition of INSIGHT Into Diversity Magazine. Future placements TBD.

Retention

Goal	Status
▪ Launch Brother to Brother (B2B) and M.I.S.S student groups to provide mentoring and support for students of color.	In process. B2B launched October 2015. Induction ceremony scheduled for 02/09/16. M.I.S.S. on hold pending new CIE Director hire.
▪ Launch the Center for Inclusive Excellence and promote new Inclusive Excellence Learning Series.	In process. Center launched 09/08/15. Inclusive Excellence Learning Series on hold pending new CIE Director hire.
▪ Work with new FSU Retention Coordinator to identify retention strategies for underrepresented, 1 st generation and low income students.	In process. Retention Coordinator recently hired.
▪ Launch faculty & staff Affinity Groups	Complete. LGBT+ and Faculty/Staff of Color Affinity groups launched and meeting.
▪ Launch Heritage Month Celebrations.	Complete. African American History Month (February) currently in final planning.

Responsiveness

Goal	Status
▪ Develop and implement university-wide Civic Learning, Engagement, and Outreach (C.L.E.O.) initiative (joint project with Academic Affairs and Inclusive Excellence) to improve collaborations with and conditions of MetroWest communities.	In process. Sub-committees (Institutional Capacity, Faculty Capacity, Student Support & Community Partnerships) currently analyzing DHE Civic Learning rubric & expectations.
▪ Develop diversity & inclusion data pack to analyze and respond to institutional data in all focus areas of the inclusive excellence model.	In process. FSU Leading for Change Consortium Team collecting & analyzing data based on institutional priorities and Consortium benchmarks.
▪ Launch MetroWest "100 Males to College" program in partnership with the DHE to increase college participation.	In process. Launch date is 02/25/15. Framingham will be the location for the DHE Statewide launch.
▪ Maintain meetings and dialogue with key community leaders in the region to identify opportunities for partnership and support for FSU.	In process. Ongoing through newly expanded Community Development role.



Framingham State University

FSU Board of Trustees Update Administration and Finance Division

January 26, 2016

➤ Trustee Action Items

- Personnel Action Items
 - Approval of Personnel Action Items

Attachment #1

➤ Updates

- Compliance, Audit, Risk (C.A.R.) Subcommittee Report
- Mt. Wayte Property Acquisition Update
- Warren Conference Center and Inn Acquisition Update

Attachment #2

➤ FY2016 A&F Division Goals – Mid-Year Report (**Updates**)

Recruitment

- FSU's comprehensive costs below the Massachusetts state universities average and increased University- and Foundation-funded financial aid (**FSU T&F \$623 below FY16 segment average; FY16 \$211K increase in College-funded aid**)
- College Planning Center facility renovation (**Completed**)
- New FSU Web Site (**Completed**)
- New Constituent Relationship Management (CRM) Solution for Enrollment Management (**Procurement Process Underway**)
- Faculty/Staff recruitment process enhancements
 - Provide training, consultation, and guidance for search committees (**Ongoing**)
 - Promote self-reflection and conversation around recognizing and minimizing cognitive error and implicit bias in the search process (**Ongoing**)
- Enhance campus landscaping as a component of various capital projects (**Larned Beach enhancements completed; mascot sculpture installation planned**)

Retention

- Enhance facilities to improve teaching and learning, as well as, student life environments
 - Science Project Backfill Renovations (**Scheduled Summer 2016**)
 - Crocker Hall Renovation (**Design completed; potential swap-out with May Hall Project for Summer 2016 timing**)

- Potential property and facilities acquisitions to support expanded academic and student life programming (Mt. Wayte property acquisition completed; Warren Center acquisition process nearing completion)
- Enhance Information Technology Services
 - Continued Expansion of Wireless Access Coverage and Internet Bandwidth (Ongoing – another expansion component scheduled Summer 2016)
 - Continue to Improve Technology Enhanced Campus - Classrooms, Specialty Labs, General Purpose Labs, Library, and McCarthy Student Center (Furniture and Equipment enhancements completed and underway)
 - Development of New FSUgo Mobile Applications (Ongoing)
- Fund Retention Initiatives including Starfish Program and Retention Coordinator (System acquisition process underway; Coordinator hired)
- Employee retention programs
 - Improve new employee onboarding and staff orientation process (Ongoing)
 - Continue to implement the Equal Opportunity Plan; Customize education and training based on needs assessment (Training occurred during Winter Professional Development Days)
 - Review accommodation process and make recommendations for improvements (Ongoing)
 - Continue to lead the Campus Professional Development Days (Completed)
 - Develop compensation philosophy for professional staff positions (Under Review)
- Create a pathway for expanded student entrepreneurship opportunities on the FSU Campus (Under Consideration)

Responsiveness

- Science Project backfill renovations to support STEM programs (Backfill component scheduled Summer 2016)
- New residence hall construction to meet student enrollment demands and housing preferences (On schedule for Fall 2016 completion)
- O'Connor Hall repositioning to address office and meeting room needs (On schedule for Fall 2016 completion)
- Enhance Bookstore experience (Designs under consideration)
- Property acquisition and parking lot development to address parking constraints (Mt. Wayte acquisition completed); potential acquisition to expand academic and student life programming (Warren Center acquisition proceeding)
- Undertake Institutional Risk Assessment Program – Deloitte (Completed)
- IT Service Management solution implementation
 - Self-service portal and functionality to better facilitate problem resolution and coordinate management of configuration changes (Completed)

- Business Office Processes Review
 - Follow-up on priority recommendations from the third party assessment of finance, enrollment management and student accounts receivable use of the "Banner" software and ancillary systems - 12 follow-on projects and 15 smaller scale changes (Ongoing – multiple projects completed, underway, or planned)
 - Enhance current budgeting process to provide additional budget:actual information and streamline the budgeting process (To be implemented with FY17 budget development process that gets underway in January)
 - Redesign of the Banner Approval Queues process to leverage departmental oversight (Completed); automate review and approval of university legal and IT purchases (Under review)
 - Continue automation of financial reporting and analysis to improve timeliness of information (Ongoing)
- Increase Business Office training programs regarding procurement and contracts administration, budgeting, and fraud /risk/compliance (Ongoing – in conjunction with Banner utilization enhancement efforts)
- Exploration of additional NCAA athletic team (Under Consideration)
- University Services enhancements
 - Implement an assessment program for all service units within University Services to identify operational improvements and service enhancements (Operational reviews completed as part of performance reviews)
 - Continue working with Sodexo to evaluate and implement key recommendations from the Strategic Action Plan – including updated retail venues and healthy menu solutions (Completed)
 - Expand options for off-campus RamCash program and reinvigorate student and parent marketing of the program (Little Progress)
 - Incorporate graduation regalia sales into the Bookstore operation (Completed)
 - Partner with key campus stakeholders to re-evaluate utilization by external groups of campus space during non-peak periods (Under Consideration)
- Athletics Department Bystander Intervention Training to all student athletes (Completed)
- Improve Nursing Mother's Room in Foster Hall (Completed)
- Implement policy regarding earned sick leave for part-time employees (Completed)
- Implement time collection devices in Facilities and Capital Planning (Completed – Under Review)
- Continue implementation of training under our EOP - Online discrimination and Title IX training; Responsible Employee Training (Ongoing and part of January Professional Development Days programming)
- Business Office renovations to present a hospitable, customer service environment (Completed)

PERSONNEL ACTIONS

2nd YEAR REVIEW & REAPPOINTMENT TO 3RD YEAR

Adelman, Joseph	Assistant Professor History	Effective: 09/01/2016
Bentley, George	Assistant Professor Geography	Effective: 09/01/2016
Burns, Devin	Assistant Professor Psychology and Philosophy	Effective: 09/01/2016
Byrne, Andrew	Assistant Professor World Languages	Effective: 09/01/2016
Coelho, Joseph	Assistant Professor Political Science	Effective: 09/01/2016
Connolly, Bryan	Assistant Professor Biology	Effective: 09/01/2016
Gentry, Christian	Assistant Professor Art and Music	Effective: 09/01/2016
Jung, Changyong (Andrew)	Assistant Professor Computer Science	Effective: 09/01/2016
Lin, Phoebe	Assistant Professor Psychology and Philosophy	Effective: 09/01/2016
Mannam, Vinay	Assistant Professor Chemistry & Food Science	Effective: 09/01/2016
Nelson - Peterman, Jerusha	Assistant Professor Food & Nutrition	Effective: 09/01/2016
Penmatsa, Satish	Assistant Professor Computer Science	Effective: 09/01/2016
Riveras, Jorge	Assistant Professor Business	Effective: 09/01/2016

Zhang, Ruirui	Assistant Professor Fashion Design & Retailing	Effective: 09/01/2016
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FULL TIME TEMPORARY APPOINTMENTS

Funke, Jayson	Assistant Professor Geography	Effective: 1/1/2016 Annual Salary Rate: \$31,606.00
Mines, Timothy	Assistant Professor Business	Effective: 1/1/2016 Annual Salary Rate: \$33,118.00
Stamatopoulou, Argyroula	Assistant Professor Chemistry & Food Science	Effective: 1/1/2016 Annual Salary Rate: \$33,032.02

TENURE TRACK FACULTY APPOINTMENTS

Sanchez-Connally, Patricia	Assistant Professor Sociology	Effective: 1/1/2016 Annual Salary Rate: \$62,000.00
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STAFF APPOINTMENTS

Carney, Andrew	Staff Assistant Information Technology Replacement	Effective: 11/30/2015 Annual Salary Rate: \$45,000.02
Keville, Lauren	Staff Associate Student Retention & Graduation Success Efforts New	Effective: 12/7/2015 Annual Salary Rate: \$60,000.20
Robles, Adriana	Staff Assistant Human Resources Replacement	Effective: 1/4/2016 Annual Salary Rate: \$50,000.00
Walsh, Sean	Staff Assistant Admissions Replacement	Effective: 1/11/2016 Annual Salary Rate: \$39,000.00

STAFF PROMOTIONS

Bridges, LaDonna	Associate Dean Academic Success	Effective: 1/1/2016 Annual Salary Rate: \$91,206.44
Trant, Rachel	Assistant Vice President Finance and Business Services	Effective: 11/16/2015 Annual Salary Rate: \$134,623.06

RETIREMENTS

Perry, Elizabeth	Professor Art and Music Department	Effective: 12/31/2015
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SEPARATIONS/RESIGNATIONS

Boyajian, Peter	Associate Director Business Office	Effective: 11/14/2015
Bytyqi, Besart	Staff Assistant IT Services	Effective: 12/31/2015
Dyson, Nicole	Associate Director Development	Effective: 12/26/2015
Jacobs, Barbara	Associate Director Academic Affairs	Effective: 12/31/2015
Martinez, Katherine	Director Division of Inclusive Excellence	Effective: 11/21/2015
Moretti, Sarah	Staff Assistant Residence Life	Effective: 12/24/2015
O'Gara, Kelly	Associate Director Development	Effective: 11/21/2015
O'Neal, Revathi	Assistant Director Registrar	Effective: 1/1/2016
Pierre, Barbara	Staff Assistant Admissions	Effective: 12/1/2015

EMERITI

Abernathy, Marilyn	Professor Food and Nutrition
Hibbard, Katherine	Associate Professor Education Department

MacRitchie, Donald	Professor Economics Department
McLaughlin, Catherine	Professor English Department
Meaney, Martha	Professor Economics Department
Conley, Susanne	Vice President Enrollment and Student Development



Framingham State University

FY 15 Annual Risk Assessment

Presentation to the Board of
Trustees Compliance, Audit and
Risk Committee

December 21, 2015



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Agenda

1. Executive Summary	3
2. Summary of Findings	3
3. Process Used	7
4. Top Risks	9
5. Program Recommendations	12
6. Roadmap	16
APPENDIX	17
<i>Tier 1 Risk Descriptions</i>	<i>18</i>
<i>Tier 2 Risks, by Theme</i>	<i>19</i>
<i>Tier 3 Risks, by Theme</i>	<i>20</i>

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Executive Summary

Objectives

- Framingham State University (“the University”) initiated this project not in response to a particular event but in recognition that how higher education has traditionally been delivered and paid for is undergoing unprecedented disruption, requiring more proactive management of emerging risks.
- The project specifically sought to create a foundation for achieving 4 objectives:
 - Assume risk more thoughtfully
 - Mitigate risk when possible and prudent
 - Prepare to take advantage of opportunities that arise
 - Respond effectively in the event of adverse situations

Approach

1. Researched 30 external sources to surface common industry risks and 80 internal documents to build context and identify risks already known to FSU
2. Surveyed over 100 staff members from across the 6 focus areas (at right) to identify risks and evaluate the University's risk and control culture
3. Interviewed 30 stakeholders from across the University
4. Conducted 2 workshops to discuss and prioritize top risks and themes
5. Synthesized assessment findings into preliminary and final report

Areas Assessed

- 1) *Contracts*
- 2) *Financial Aid, scholarships*
- 3) *Financial condition, resources, controls, accounting*
- 4) *Fundraising, gift processing, and reporting*
- 5) *Federal, state, private grant administration, effort reporting, cost accounting*
- 6) *Regulatory compliance*

Results

- Created meaningful dialogue across major FSU administrative functions. People were eager to discuss risk and offer their ideas to improve the University's performance, including the experience for students.
- Established a repeatable process to continually pulse the University to identify risks and take action.
- Identified 126 risks and prioritized them into 3 tiers. Top risks fell under 6 themes:

Reputational Damage

Growth Implications

Management infrastructure

Workforce Management

Regulatory Change

Student Experience

- Recommended a framework for an ongoing quality assessment and risk management program

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Survey Results | Summary

- The majority of respondents believed that **risk management was a priority for leadership** and staff across the institution.
- There is some ambivalence about the **definition and execution of roles and responsibilities** related to risk management at FSU.
- 97% of survey respondents agreed that a **common framework for identifying and sharing risks** could be helpful.
- **Internal controls and compliance was identified as the top priority for risk management.** *Execution of the University's strategic plan and future growth of the institution were also reported as high priorities.*

"More work with
[student]
retention"

"Conduct more
training"

"We need to be
thinking about
planning and
practicing more
for emergency
situations"

When asked to identify areas that presented risk to the FSU, responses included . . .

Communication Rewards **Training** Growth & Exposure
Internal Controls & Data Management Staffing
Internal Safety Facilities Procedures
Compliance **Financial Management**

*Size of word correlates to the number of responses that mentioned the topic

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Interview Results | Summary

- Several interviewees highlighted risks that centered around avoiding **reputational damage** to the University through one-off events
- While there were no major concerns, interviewees acknowledged several **factors impacting FSU's growth** (e.g., revenue from grants, enrollment management)
- The majority of risks highlighted the need to **strengthen FSU's management infrastructure**, with several improvements recommended.
- Almost every interviewee highlighted insufficient staffing as a risk in their functional area, but beyond that there were several additional risks around **strengthening the University's existing workforce**
- **Uncertainty around regulatory requirements** was frequently voiced, with many noting the "gray areas" they encounter when interpreting state requirements as well as frequent changes to federal grants and financial aid requirements
- Many of the identified risks highlighted how challenges and inefficiencies within administrative and business operations ultimately had adverse impacts on the **student experience**

"Waiting for people to make decisions in other departments"

"State universities are in a gray area"

"Students run the school! So if you don't provide good service because people are under-staffed, it's a problem"

Other themes and key words that were frequently voiced included. . .

Accounts receivable **Policy gap** Decentralized structure
Staffing Onboarding Communication Unclear guidance
Levels **Banner** Retention Cash management

*Size of word correlates to the number of responses that mentioned the topic

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Environmental Scan Results | Summary

Internal

- Auditor's Report highlights the need for more timely reporting from other state agencies.
- Improvements to the way Banner is used to manage administrative and student information are planned for or underway based on a recent third party assessment.
- Applications have increased by over 46% since 2010 and the acceptance rate has decreased from 66% to 62% over the same period.
- FSU reports no regulatory compliance issues and media coverage has been largely positive.

External

- Many institutions have lean staffing models for central functions such as finance. One person may have significant knowledge of certain processes; their departure could lead to service disruption.
- While many institutions have implemented ERP systems, units often retain data locally, which can create security weaknesses, compromise data quality, manual workarounds, or shadow systems.
- Documenting Satisfactory Academic Progress (SAP) poses a risk due to: the academic calendar, systems of record, and delegation of academic and administrative responsibilities.

Increasing competition among institutions for students is driving up the tuition discount rate

Competition for research funding continues to intensify making the size of research portfolios less predictable

Given the decentralized nature of most institutions, it can be difficult to enforce contract standards across campus

Other themes and key words on potential impacts of these trends included. . .

Diminished competitiveness relative to peers

Redundant or unnecessary contracts and/or purchases

Inefficient use of resources

Exposure to Department of Education audits

Environment of policy non-compliance

Damaged donor relationships, reduced future fundraising

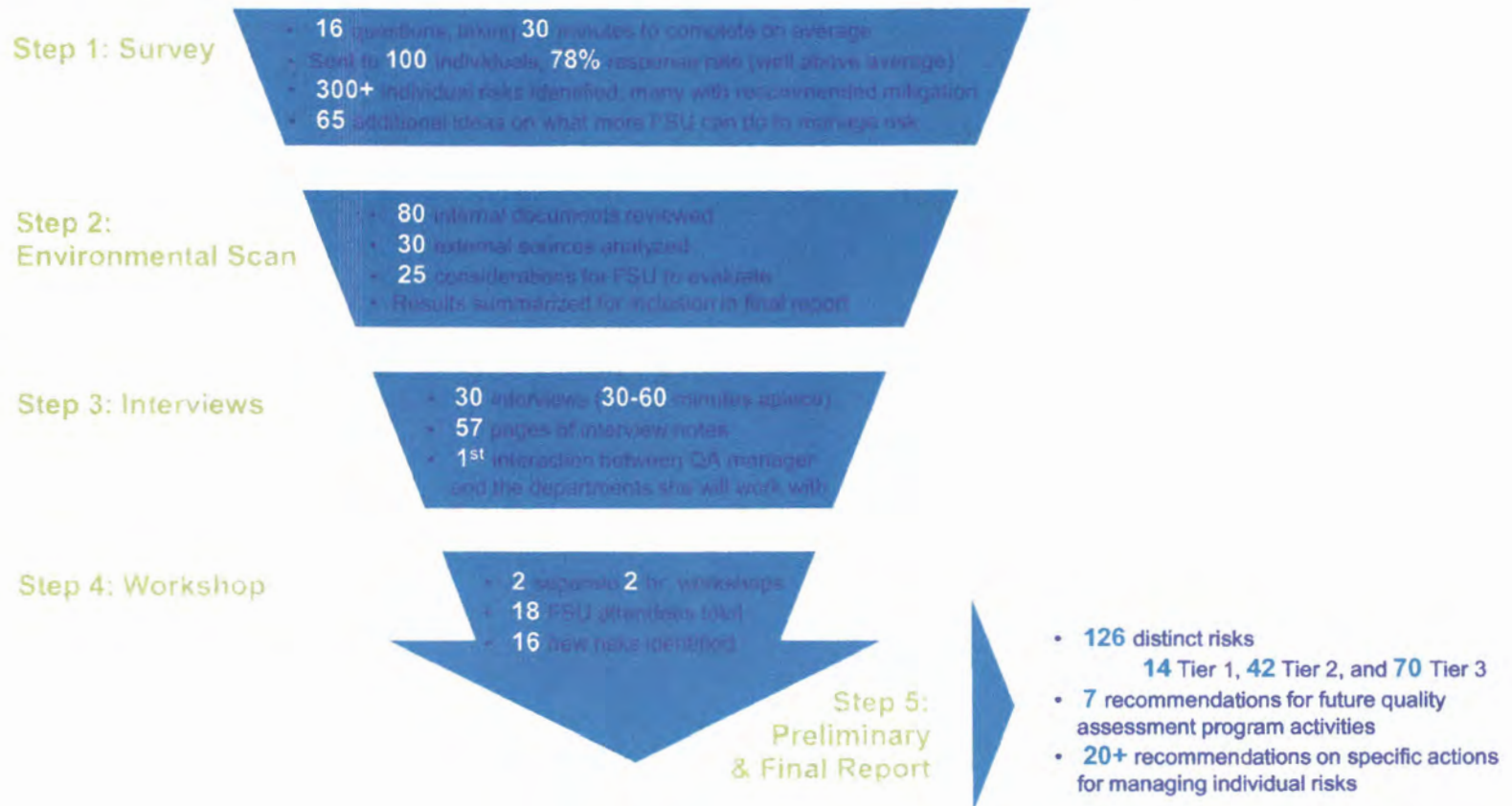
Unpredictability of tuition revenues

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Process | Approach for This Assessment

As the initial step in what will be an ongoing effort, the University engaged a range of individuals from different departments and at different levels to share ideas on what's getting in the way of the objectives for their function and the University's collective mission. Inputs were refined and progressively narrowed down to highlight the salient points.



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Process | Ongoing Risk Management Lifecycle

The risk assessment conducted to-date comprises the first two stages of an ongoing lifecycle for managing risks. By creating awareness of the University's risk landscape and prioritizing initial areas of focus, FSU is well-positioned to begin taking action to respond to its top risks, monitor progress, and then communicate results that can increase the University's collective confidence.

- Finalize templates, tools, and procedures (examples provided) to evaluate and report Quality Assessment activities and risk status to FSU leadership
 - Collect updates from risk/process owners
 - Distribute/present status reports to President's Cabinet, President's Council, and Board of Trustees CAR Committee on a quarterly basis
-
- Identify Tier 1 and 2 risks where current response efforts are insufficient and more should be done in short/medium term
 - Assign owners to each risk
 - Quality Assessment Manager to work with risk owners to develop response strategies including specific actions and timelines



Completed Steps

Identify & Assess Risks

See previous slide

- ✓ Following the workshop, the risk register was updated and finalized – with the number of risks condensed from over 300 to 126 by grouping specific topics under common risk descriptions

Prioritize Risks

- ✓ Discussed, refined, added to, and voted on initial list of top risks in group workshop
- ✓ Prioritized risks into 3 tiers based on:
 - Impact rating (scale of 1-lowest to 4-highest): *How severe are the results if the risk materializes?*
 - Likelihood rating (scale of 1 to 4): *How probable is the risk to occur?*
 - Frequency: including the number of forums risk was cited in (survey, research, interviews, workshop) and number of times cited
 - Ability to take action: based on the number and depth of recommended response strategies

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Top Risk Themes

While the surveys/interviews centered on the 6 in-scope focus areas, risks outside those areas were identified during the assessment (e.g., student services, academics etc.) and applicable functions were not involved to validate the content.

GROWTH IMPLICATIONS

Institutional growth – in enrollment, staff headcount, physical footprint – have both positive and negative impacts on the University. Some aspects of the current structure and operations can impede or expand growth opportunities (i.e. those increasing revenues or enhancing FSU's reputation).

15 risks (12% of total)

WORKFORCE MANAGEMENT

Keeping faculty and staff happy and engaged leads to more efficient business processes, higher retention, and career development. Impediments in these areas can hinder operational effectiveness.

20 risks
(16% of total)

STUDENT EXPERIENCE

A positive student experience – aka good "customer service" – is critical to student success, institutional reputation, and net revenues. As the University seeks to better manage student retention, proactive steps to improve their financial and academic success are critical. New analytic capabilities are an essential ingredient.

19 risks (15% of total)

REGULATORY CHANGE

The University is expected to comply with a growing, complex array of regulations. Management of these regulations requires a significant level of coordination and ongoing training to avoid non-compliance and inefficiency.

15 risks (12% of total)

MANAGEMENT INFRASTRUCTURE

Many processes, policies, and systems underlying FSU operations are ripe for improvements that can increase their efficiency and effectiveness.

46 risks (37% of total)

REPUTATIONAL DAMAGE

FSU's reputation can be greatly diminished by a single event casting the University in a bad light, which can negatively impact enrollment, fundraising, and community support.

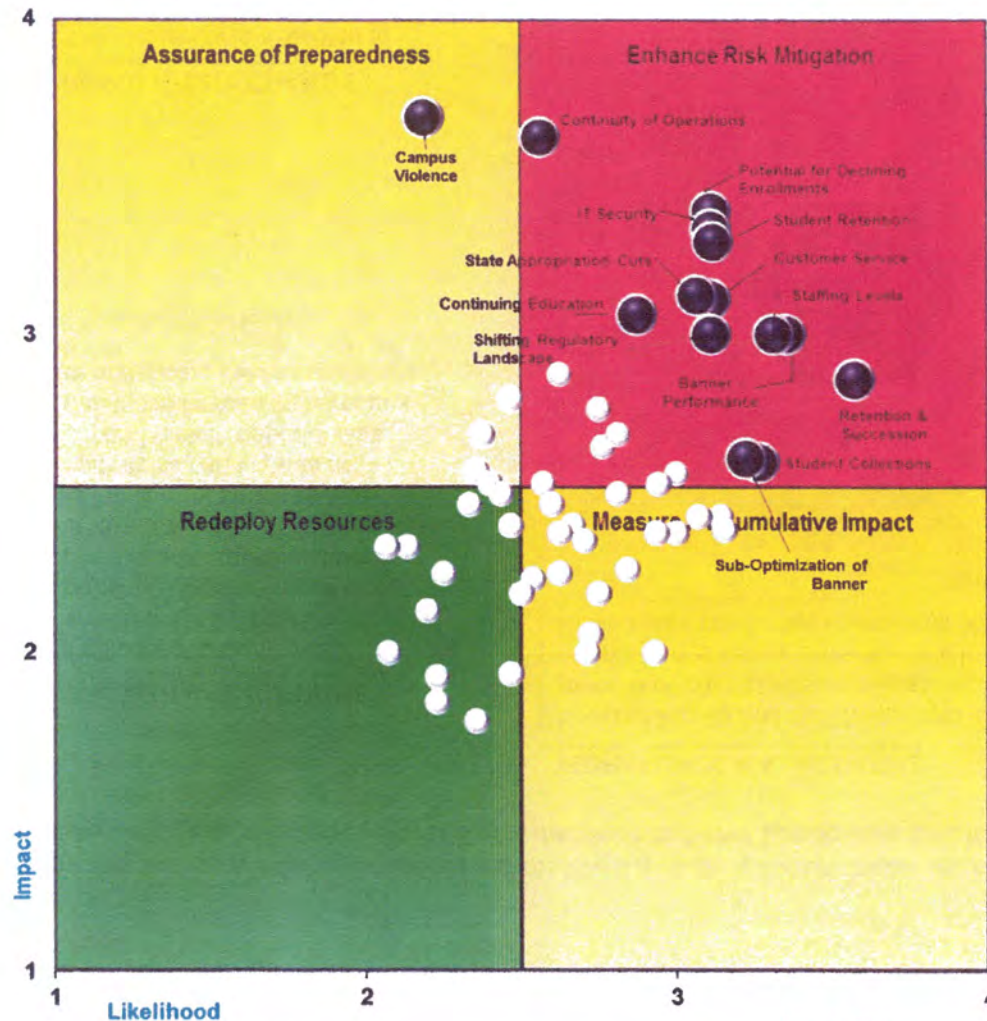
11 risks (9% of total)

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Heat Map | Tier 1 & 2 Risks

After the workshops, FSU leaders rated the original list of Tier 1 & 2 risks (prioritized based on frequency and action-ability) using Impact and Likelihood. The resulting spread of Tier 1 & 2 risks is shown below. Risk owners should determine the level of response needed after taking into account the presence and effectiveness of existing controls and other risk management efforts in place.



Tier 1 Risks	Total Score
Potential for Declining Enrollments	10.54
IT Security	10.37
Student Retention	10.27
Retention & Succession	10.20
Banner - Performance	10.06
Staffing Levels	9.94
Customer Service	9.68
State Appropriation Cuts	9.58
Shifting Regulatory Landscape	9.33
Continuity of Operations	9.29
Continuing Education	8.80
Student Collections	8.49
Sub-Optimization of Banner	8.41
Campus Violence	8.07

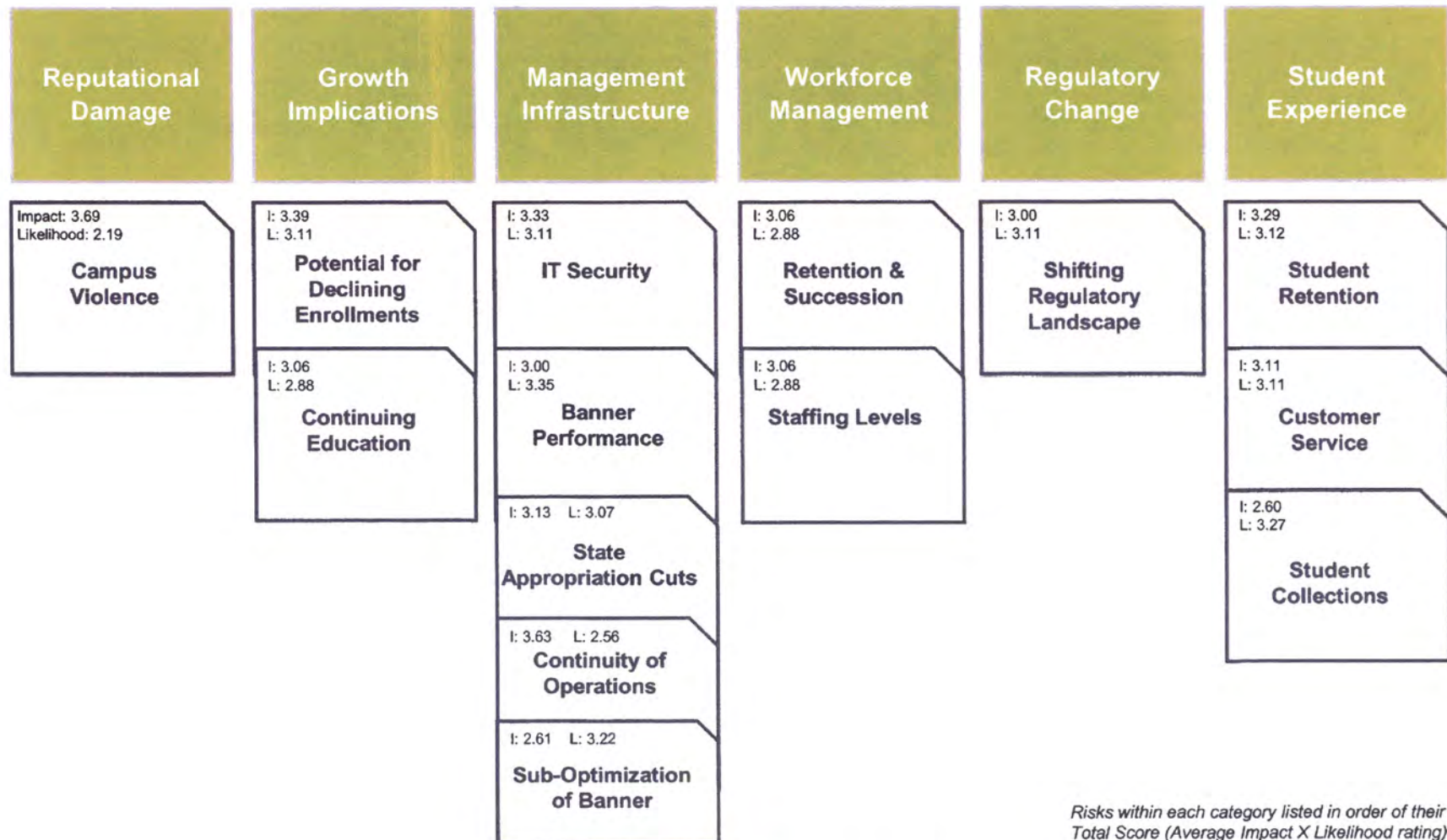
● **Tier 1 Risk** – Total score (impact X likelihood rating) >8

○ **Tier 2 Risk** – Total score >4 and <8

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Tier 1 Risks by Theme

Risks that received the highest ratings emerged as "Tier 1" and were distributed among the top thematic categories as follows:



Risks within each category listed in order of their Total Score (Average Impact X Likelihood rating)

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Quality Assessment & Risk Management | Framework

The risk assessment revealed where the University should devote its risk management efforts. Rather than treat them as one-off tasks, FSU should implement an integrated Quality Assessment & Risk Management program that distributes accountability across 3 levels:



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Recommendations | Governance

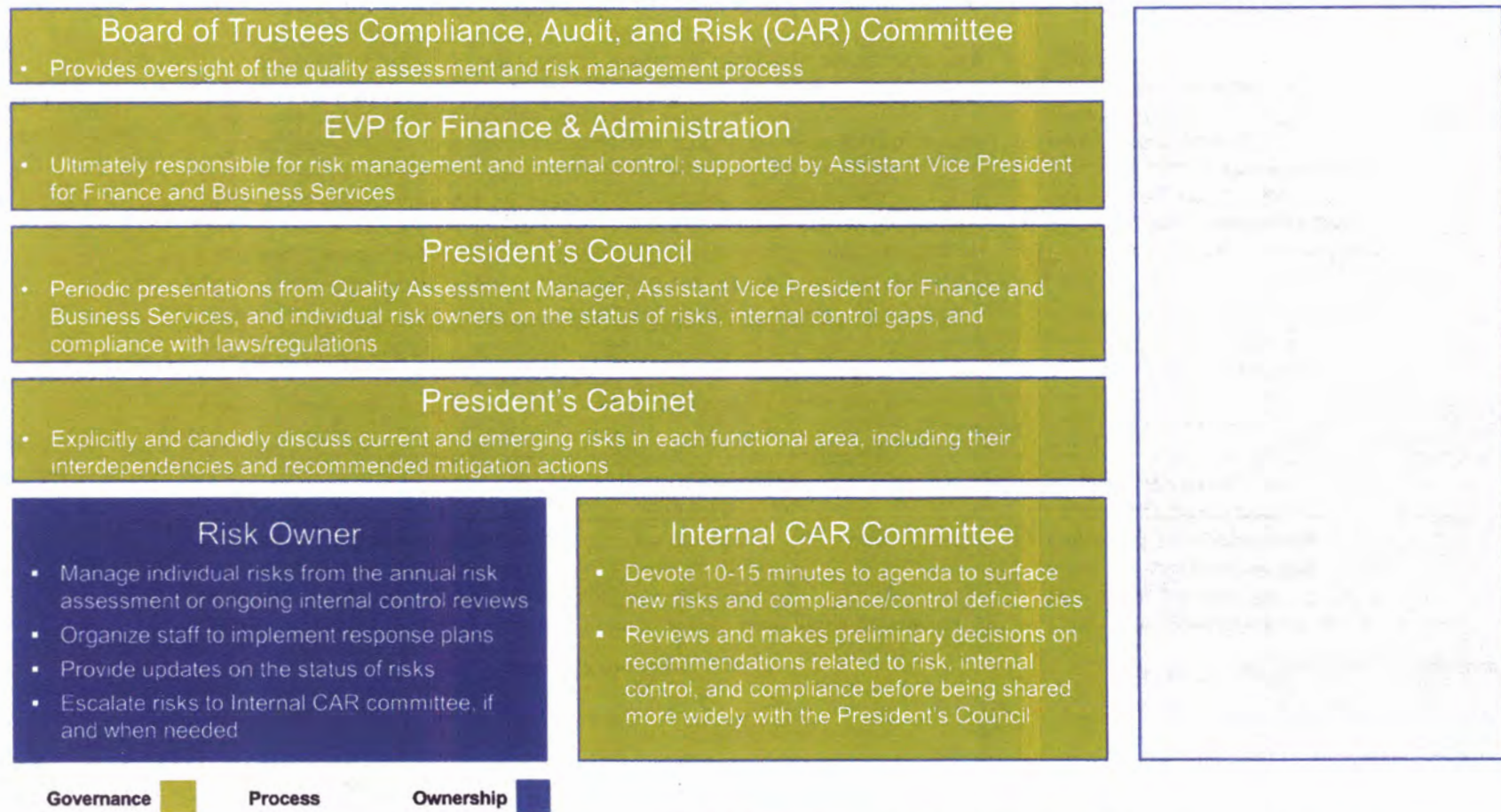
	Recommendation	Expected Benefits	Urgency
A.1 Board Reporting	<p>Create dashboard for the Board showing the status of each major transaction cycle and/or business process, including:</p> <ul style="list-style-type: none"> • Whether internal controls and policies are documented • Whether (and when) the policy and controls have been tested or reviewed • Financial value/volume of transactions in the process • Risk level based on impact and vulnerability assessment • Improvements (to include recommendations and recent successes) <p>Identify areas that have not been reviewed in a number of years and prioritize 4-5 for FY16. Accounts/functions that are material, audited routinely, and subject to significant external scrutiny (e.g., financial aid) should not be the focus if it limits the ability to review areas historically receiving less attention.</p>	<ul style="list-style-type: none"> ✓ Limit the volume of reporting sent to the Board while providing confirmation that critical FSU processes are periodically tested and internally reviewed 	Medium
A.2 Policy Risk Assessments	<p>Each time a new policy affecting multiple departments is rolled-out, conduct a risk assessment to assess the impact on current processes, collect feedback, and make adjustments if needed to avoid un-intended consequences.</p> <ul style="list-style-type: none"> • Create policy development teams with representation across functions (HR, legal, finance, etc.) that work across departments to develop and socialize policies that will impact multiple functions • New policies should be presented to the Internal CAR Committee to help surface and evaluate the implications. Based on feedback, the policy owner can make adjustments to strengthen the policy and avoid un-intended consequences before it is implemented. 	<ul style="list-style-type: none"> ✓ Proactively market the benefits of and address resistance by maintaining a continuous feedback loop to strengthen policy effectiveness. ✓ Avoid un-intended consequences before it is implemented 	Low
A.3 Risk & Control Governance Structure	<p><i>See next slide for proposed responsibilities of each stakeholder, including interactions and flows of information between one another</i></p>	<ul style="list-style-type: none"> ✓ Capitalizes on existing forums to manage risk and controls ✓ Dedicates leadership time to thinking/talking about risk and internal control 	High

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Recommendations | Governance

The structure below is intended to “knit together” FSU’s existing committees, councils, and offices with responsibilities related to risk management, internal controls, and compliance – either currently or in the future. The purpose is to promote frequent dialogue between FSU staff and leaders so the University can identify early warning signs of risks and take preventative action accordingly.



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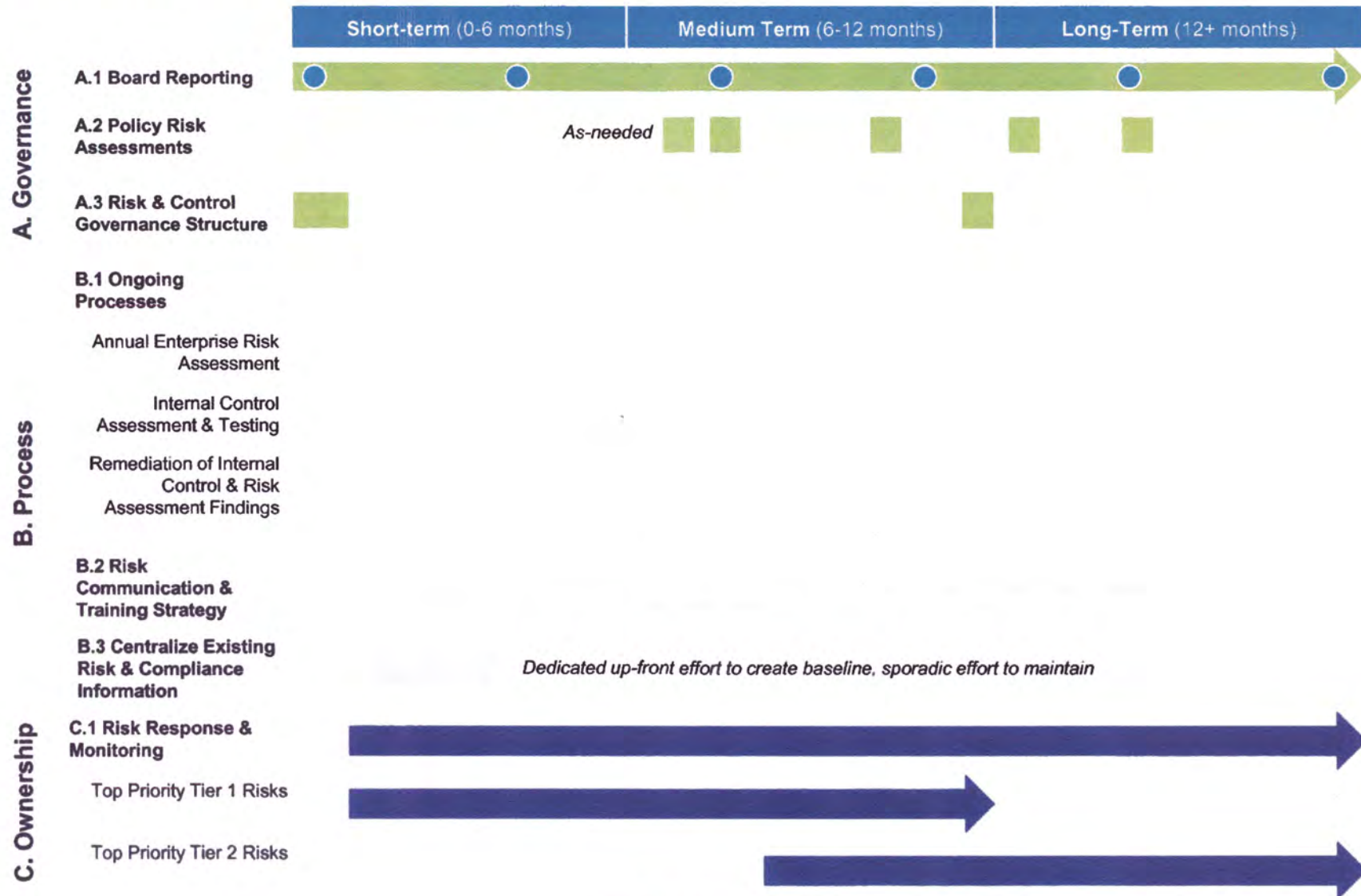
Recommendations | Process

	Recommendation	Expected Benefits	Urgency
B.1 Ongoing Processes	<p>Implement ongoing processes for:</p> <ul style="list-style-type: none"> • <u>Annual Enterprise Risk Assessment</u>: Repeat current process (with modifications) annually, to provide a broad view of the University's risk profile based on a variety of inputs from staff at different levels • <u>Internal Control Assessment & Testing</u>: Conduct more in-depth assessments of internal controls in priority areas, based on enterprise risk assessment results, then test controls on a rolling basis • <u>Remediation of Internal Control & Risk Assessment Findings</u>: Work with risk owners to design strategies to remediate risks/control deficiencies; when appropriate, participate in the remediation and management of specific risks and internal control deficiencies. Monitor the status of existing risk response, internal control remediation, or corrective action plans from audit findings and other external reviews 	<ul style="list-style-type: none"> ✓ Balances a top-down/bottom-up perspective, to make risk findings actionable and aligned to trends ✓ Embeds risk and internal control awareness into FSU's culture ✓ Additional resource to help departments manage risks 	High
B.1 Risk Communication & Training Strategy	<p>Design a plan to continually communicate and train FSU staff on internal control, risk management, and compliance topics. Potential content:</p> <ul style="list-style-type: none"> • Annual risk assessment results, including status updates on top risks • Schedule of internal control and compliance reviews • Summarized outputs from internal control and compliance reviews • Higher education industry news and events • In-progress updates on evaluations conducted in specific departments (e.g., financial statement audit, Federal program reviews, etc.) • Annual risk and control training program with offerings delivered by the Business Office or available at the State-level, peer universities, area non-profits, etc. 	<ul style="list-style-type: none"> ✓ Continuous feedback/new ideas on risks and control deficiencies, beyond an annual process ✓ Create a positive view of risk as an opportunity to make people's jobs more impactful while improving efficiency and performance ✓ Mitigate risks where communication deficiencies are a root cause 	High
B.2 Centralize Existing Risk & Compliance Information	<p>Create central repository of regulatory requirements and reports</p> <ul style="list-style-type: none"> • Create tracking tool containing report name, scope, responsible staff and departments, date, findings, and finding status • Create master inventory of applicable Federal/state requirements with fields to track compliance status, relevant policy, date of last review, etc. • Establish central location to store compliance requirements (including inventory) and external audits/reviews, accessible to all FSU staff 	<ul style="list-style-type: none"> ✓ Reduces uncertainty over which requirements apply ✓ Reduces likelihood that FSU will be non-compliant due to lack of awareness ✓ Streamlines compliance reporting and analysis 	High

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Quality Assessment & Risk Management | Roadmap



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APPENDIX

Tier 1 Risks Descriptions

****See FSU Risk Register for further details behind each risk**

Risks are listed in order based on total score (Average Impact X Likelihood rating)

LEGEND		Growth Implications
		Management Infrastructure
		Regulatory Requirements
		Reputational Damage
		Student Experience
		Workforce Management

Avg. Impact Rating
Avg. Likelihood Rating

Potential for Declining Enrollments	FSU may lose revenue if it is not significantly prepared for the societal shifts that will change the characteristics of the University's future student enrollment/market. Further, a reduction in enrollment could impact fee based budget.	3.39	3.11
IT Security	Failing to be in full compliance with information security related laws, regulations, and/or contractual obligations - including failure to fulfill FSU's internal information security program - could result in FSU IT systems that are not adequately protected from malware, hackers, etc., increasing FSU's vulnerability to security breaches in student data, records retention, and other sensitive information.	3.33	3.11
Student Retention	The focus of enrollment management is traditionally to bring in more students. However, because FSU is experiencing declining enrollments, which are predicted to continue based on demographic estimates, if the University does not take steps to manage its high attrition rate (e.g., by doing more to proactively understand why students are leaving so they can target outreach to susceptible students more proactively to prevent them from leaving if possible), then the University's enrollment will continue to decline with impacts on tuition cost, programs, infrastructure, etc.	3.29	3.12
Retention & Succession	In many departments, there is high turnover among staff due to pay that is not competitive with other employers. Also, key staff members are leaving FSU without documenting and/or sharing their institutional knowledge, which could lead to inefficiencies if new staff members lack that knowledge and aren't able to get things done quicker/easier. As a result, institutional knowledge is lost or difficult to build in the first place, which hinders performance.	2.86	3.57
Banner - Performance	Current Banner functionality is not operating effectively, creating inefficiency, manual work-arounds, and insufficient reporting that limits the ability of staff to perform certain critical activities.	3.00	3.35
Staffing Levels	Departments are constrained in their ability to deliver services because staffing levels (insufficient number and high turnover in certain positions) are not commensurate with a growing workload driven by several years of enrollment growth and increased regulatory compliance expectations.	3.00	3.31
Customer Service	Current staffing levels and training do not support desired level of services to students and their families.	3.11	3.11
State Appropriation Cuts	State budgetary pressure continues to pose a risk to the Commonwealth's state Universities as education appropriations may be reduced or reallocated according to performance based criteria.	3.13	3.07
Shifting Regulatory Landscape	Continually evolving laws and regulations can make it difficult to understand FSU's compliance obligations and then to implement them effectively and efficiently, so that the University avoids non-compliance - particularly with the large number of new Federal guidelines on grants.	3.00	3.11
Continuity of Operations	Unanticipated loss of essential infrastructure services (heat, electricity, data, etc.) due to a major widespread disaster such as extreme weather, power loss, or terrorism could limit FSU's ability to maintain continuity of essential services for students and faculty. Lack of clear emergency preparedness procedures could also hinder FSU's ability to promptly respond to/recover from disasters, which could compound the impacts of those events.	3.63	2.56
Continuing Education	If the continuing education programs continue to experience declining enrollment, there could be significant impacts on overall institutional performance and revenue. Since FY2012, enrollment in FSU's continuing education programs has declined by 14.4%.	3.06	2.88
Student Collections	Current collection processes may not accommodate individual circumstances of different student populations, leading to student frustration and a lower likelihood of FSU receiving the full amount of payments owed. Also, oversight for the billing of revenues among departments is not monitored effectively.	2.60	3.27
Sub-Optimization of Banner	While Banner has been in place for 8 years, FSU may only be using 60% of its available functionality, particularly around analytics/reporting. Many financial/administrative processes and associated controls are still manual, making them more difficult to monitor and test. Moreover, there are still issues managing access to specific modules.	2.61	3.22
Campus Violence	If FSU is not prepared to respond to campus violence - such as an active shooter or explosives - then the risk to personnel safety and security could be increased. FSU's reputation could also be damaged if there is a perception that it may not have done enough to protect students and staff.	3.69	2.19

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Tier 2 Risks

***See FSU Risk Register for details behind each risk; risks within each category are listed order based on total score*

Growth Implications

Data Analytics and Quality	Total Score: 7.60
Fundraising Performance	7.03
Fundraising Operations	6.23
Credit Card Processing	5.47
Donor Coordination	4.21

Student Experience

Student Financial Aid - Communication	6.51
Student Financial Aid - Value	6.08
Program Performance	6.06
Student Financial Aid - Eligibility	5.76

Management Infrastructure

Transparent Procedures & Internal Controls	7.63
Accounts Receivable Reconciliation	7.52
Decentralized Purchasing	7.46
Cash Handling	7.44
Manual Processes	6.98
Fraud & Identify Theft	6.38
Contract Approvals	6.09
Outsourcing Strategy	5.91
Invoice Management	5.86
Accounting Accuracy	5.66
Strategic Planning Process	4.82
Vendor Fraud	4.82
Competition for Grant Funding	4.77
Contract Breach	4.29
Internally-Created Contracts	4.12

Regulatory Requirements

Title IV Compliance	6.91
Compliance Inventory	6.41
Clarity of Contract Requirements	5.92
Privacy - Student	5.06
Mis/Ineffective Management of Grant Funds	4.69
Under-Spending of Grant Funding	4.14

Workforce Management

Labor Cost Increases	7.69
Post-Award Grant Infrastructure	7.32
Separation & Onboarding	7.13
Staff Management	6.43
Insufficient Communication	6.37
Departmental Coordination - Administrative	6.02
Seasonal Safety of Grounds	5.60

Reputational Damage

Race Relations & Diversity	7.56
Title IX Compliance	7.55
Public Relations	6.40
Community Relations	5.43
Off-Campus Trips	4.98

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Tier 3 Risks

***See FSU Risk Register for details behind each risk; risks within each category are listed alphabetically*

Growth Implications

- Capital Financing
- Endowment Spending Policies
- Faculty Entrepreneurship
- Faculty Research Projects
- Institutional Support for Grant-Funded Programs
- Privacy - Donors
- Realistic Enrollment Projections
- Underfunded Long-Term Capital Projects

Student Experience

- Departmental Coordination - Academic
- Gift Usage
- Perkins Loan Program Cancellation
- Refunding
- Scholarship Strategy
- Selectivity Metrics
- Student Financial Aid - Enrollment
- Student Financial Aid - Funding Levels
- Student Financial Aid - Timeliness
- Student Judicial Process
- Student Success Metrics
- University Academic Policy

Management Infrastructure

- Budget Model
- Capital Planning Oversight
- Contract Terms and Conditions
- Coordination between Financial Aid/Academic Units
- Documentation, Enforcement, and Review
- Executive-Level Reporting
- F&A Rate Calculation
- Facility Usage by External Groups
- Information to Support Vendor Negotiations
- Inter-Departmental Service Agency Documents
- Internal Control Gaps - Enrollment Management
- Internal Control Gaps - Financial Condition
- Internal Control Gaps - Security
- Inventory Management
- Miscellaneous Revenue
- Operational Effectiveness
- Oversight of Departmental Budgets
- Parking
- P-Card Fraud and Abuse
- Collection & Payment Segregation of Duties
- State-Mandated Expenses
- Student Service Coordination
- Technology and Infrastructure
- Tuition Dependence
- Unforeseen Costs
- Vendor Selection

Regulatory Requirements

- Accreditation
- Ethics, Health, & Safety
- Federal Contractor Classification
- Formula-Based Budgeting for Higher Education
- Grant Reporting
- Insurance Applicability
- Internal Control Gaps - Regulatory Compliance
- Relationship with State Comptroller's Office

Workforce Management

- Background Checks
- Employee Lawsuits
- Faculty Misconduct
- HR Management Infrastructure
- Internal Control Gaps - Human Resources
- Part-time Employment
- Reporting of Pension Liability for Public University Employees
- Time Reporting
- Training
- Union Rules
- Work Environment

Reputational Damage

- CLERY Reporting and Crisis Planning
- Funder/Grantor with a Poor Reputation
- Larger University Initiatives or News
- Reputation & Pricing Strategy
- University-owned Personal Technology

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